

**TRANSFORMATION PROGRAMME BOARD**

Minute of the above meeting held at 09:30 am on Thursday 7 September 2017 in the Board Room, Level 10, Ninewells Hospital & Medical School, Dundee.

**Present**

Mr Lindsay Bedford	Director of Finance, NHS Tayside
Professor John Connell	Chairman, NHS Tayside
Mrs Gillian Costello	Nurse Director, NHS Tayside
Mr Doug Cross OBE	Non Executive Member, Tayside NHS Board
Mr George Doherty	Director of Human Resources & Organisational Development, NHS Tayside
Ms Margaret Dunning	Board Secretary, NHS Tayside
Mrs Judith Golden	Employee Director, NHS Tayside
Mr Stephen Hay	Non Executive Member, Tayside NHS Board
Mrs Vicky Irons	Chief Officer, Angus Health & Social Care Partnership
Mr David Lynch	Chief Officer, Dundee Health & Social Care Partnership
Ms Lesley McLay	Chief Executive, NHS Tayside
Mr Bill Nicoll	Director of Strategic Change, NHS Tayside
Mr Hugh Robertson	Non Executive Member, Tayside NHS Board
Professor Andrew Russell	Medical Director, NHS Tayside
Dr Drew Walker	Director of Public Health, NHS Tayside
Ms Lorna Wiggan	Chief Operating Officer, NHS Tayside

**Apologies**

Dr Andrew Cowie	Chair, Area Clinical Forum, NHS Tayside
Mr Rob Packham	Chief Officer, Perth & Kinross Health & Social Care Partnership

**In Attendance**

Mrs Jenny Bodie	Director of eHealth, NHS Tayside
Mr David Coulson	Associate Director of Pharmacy, NHS Tayside (items 1 to 4)
Mrs Jane Duncan	Head of Corporate Communications, NHS Tayside
Mr Alan Gray	Director of Finance, NHS Grampian, representing NHS Tayside Transformation Support Team
Mr Gordon James	Transformation Programme Director, NHS Tayside
Miss Lynsey MacDonald	Project Officer, Scottish Government
Mr Alan Pattinson	Transformation Programme Lead, NHS Tayside
Ms Susan Taylor	Committee Support Officer, Chief Executive's Office, NHS Tayside
Dr Michelle Watts	Associate Medical Director – Primary Care, NHS Tayside (items 1 to 4)

**Professor Connell in the Chair****1. Welcome and Apologies**

Professor Connell welcomed all present to the meeting.

The apologies were noted as above.

**2. Minute of Meeting held on 3 August 2017**

The Minute of the Transformation Programme Board meeting held on 3 August 2017 was approved on the motion of Mr H Robertson and seconded by Mr D Cross.

**ACTION**

Page 49 Item 4.3 Assurance & Advisory Group Report Draft Action Planner & Tracker (TPB37/2017) response from Mr James to comments raised by Mrs Golden outwith the meeting had previously been circulated to the Programme Board.

### 3. Action Points Update

#### 3.1 Standardised Shifts Update

Mr Doherty advised that the collective grievance had now been set aside and plans were being progressed.

Professor Connell was pleased this issue was now moving forward and was keen to see it rolled out as rapidly as possible.

#### The Programme Board:

- **Noted the Action Points Update.**

### 4. Finance Update

Mr Bedford gave a presentation and advised of actions already taken this year together with further actions required to reinvigorate the year end position.

Mr Cross reflected on a purposeful and useful Transformation Development Event held on 5 & 6 September 2017. Attendees at the Event had expressed a willingness to make change and recognised that the status quo could not continue. This indicated there was clearly an appetite throughout the organisation to take on the challenge.

Mr Doherty provided assurance that a Vacancy Management Group had been established, with clear Terms of Reference. This Group had responsibility for the final authorisation of requests for recruitment and also the authority to postpone or reject any request following due consideration of the delivery of safe patient care and the potential to redesign services and workforce profile. The first meeting of this Group was planned for Wednesday 13 September 2017.

Mrs Costello gave a presentation *Agency & Bank* which outlined actions taken to reduce agency use. Mr Cross said it was useful to see the level of granular detail, which identified within the large spend areas, prevalence and actions are being taken.

Professor Connell advised that Charge Nurse buy-in was critical for this to succeed and sought assurance they will be fully engaged through conversations with Heads of Nursing.

Ms McLay recognised the amount of work being undertaken and the risk attached to it. She advised that the recommendation for the organisation was to involve Internal Audit to monitor activity to ensure a service response together with an external response was received.

Mr Bedford's presentation highlighted that a series of further actions had been identified to address Prescribing.

Mrs Irons advised she had received an update in terms of the Angus primary care prescribing programme which ensured good buy in from GPs. Discussion in terms of safety and reducing harm in prescribing, specifically poly pharmacy, had taken place and captured the imagination of the local teams. Mrs Irons reiterated that a contribution to the solution was about ensuring all the alternatives are available to GPs and Cluster Leads.

Professor Connell highlighted his concern regarding pressure on the Pharmacy Team to deliver and asked if there was any additional investment required to drive this through at pace. Mr Coulson agreed to further explore existing resource availability.

Ms Wiggin joined the meeting.

Professor Russell recognised that in order to make some changes particularly as people get older this work has to sit in the context of Realistic Medicines. There is an issue about assisting the Team within the expectation of what people want from their lives rather than what might be best practice for them.

Dr Walker advised that the National Diet and Obesity Strategy would be published in the Autumn focussing on the prevalence of diabetes. Mr Cross and Professor Connell would discuss the key points of this programme.

Dr Watts and Mr Coulson left the meeting.

Ms Wiggin outlined the initiatives currently being progressed with bed/service configuration and advised she would be meeting individually with all General Managers to agree a common understanding of each ward establishment. Expectations from this will be signed off by Friday 8 September 2017.

Ms Wiggin reported a number of areas where exploratory work in terms of risk has to be undertaken.

**Mr Bedford outlined Next Steps including:**

**Actions**

- Prepare details supporting actions against each to the agreed savings plan line.
- Implement measures to secure financial 'grip' within each budget area.
- Accelerate review of benchmarking and potential early wins.

**Reporting**

- Financial strategy (draft) to be considered by the Finance & Resources Committee 12 September 2017.
- Next iteration of financial plan to Scottish Government 13 September 2017.

Professor Connell thanked Mr Gray, Mr Bedford and Team for co-ordinating this work and noted the momentum was on track to deliver in terms of the

wider programme.

Noted Mr Nicoll would raise the prospect of the opportunity to have a primary care focussed event as part of the development work with GPs.

#### **The Programme Board**

- **Mr Nicoll to raise the prospect of the opportunity to have a primary care focussed event as part of the development work with GPs.**

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#### **5. Assurance & Advisory Group Self Assessment Report**

Ms McLay gave a presentation *NHS Tayside Response to the Assurance & Advisory Group Staging Report – Self Assessment*.

Professor Connell advised that as a Board, NHS Tayside could not accept an out turn that has a deficit of £33m, however, he had been given assurance that by the time this is submitted to the Finance & Resources Committee on 12 September 2017, estimates of our outturn will have significantly moved on from that figure.

Mr Raymond Marshall joined the meeting.

Mr Cross said the challenge was recognised to meet the target by the end of September 2017, however, it is the most critical of actions that need to be demonstrated.

Professor Connell said this was about NHS Tayside showing serious intent and he was delighted and impressed with the discussions taking place which indicated real buy in from staff and showed real enthusiasm for change.

#### **The Programme Board:**

- **Noted the presentation NHS Tayside Response to the Assurance & Advisory Group Staging Report – Self Assessment.**

#### **6. Transformation Programme Delivery Report: Workstream Report (TPB38/2017)**

Mr James spoke to the report *Transformation Programme Delivery Report: Workstream Report* copies of which had previously been circulated.

Professor Connell highlighted Better Buying and Procurement and felt there were still savings to be had regarding medical locum pricing.

It was noted that an SBAR had been created and signed off by Mr Doherty and Professor Russell.

Mr Cross highlighted Resources and said it would be useful to know which ones are filled.

Mr Nicoll reminded the Transformation Programme Board that regarding recommendation 2, there is now a fairly robust process in terms of budget planning and reporting which was worth keeping in focus going forward.

**The Programme Board:**

- **Noted the Transformation Programme Delivery Report: Workstream Report.**

**7. Record of Attendance**

The record of attendance was noted.

**8. Any Other Competent Business**

Ms McLay advised she was now in receipt of Audit Scotland's clearance draft of Section 22 report on the 2016/17 audit of NHS Tayside. This draft gives the opportunity to comment on factual accuracy relating to NHS Tayside by noon on Wednesday 20 September and laying before parliament by week commencing Monday 2 October 2017.

**9. Date of Next Meeting**

The next meeting of the Transformation Programme Board will be held on Thursday 5 October 2017 at 9.30 am in the Board Room, Ninewells.

The meeting finished at 11:41 am