

Core brief

22 December 2021, 7.30pm

Report from the December Board meeting

The Board met on 21 December 2021. The full set of papers for the Board are [available here](#).

The key items for discussion included scrutiny of the ongoing response to COVID-19 and its impact on our services and the Board's remobilisation and winter plans. The Board also received reports on performance, finance and infection prevention and control and welcomed the full business case for a new health and social care facility that will benefit communities within the North East of Glasgow.

Reports by the Chairman and Chief Executive

The Chairman congratulated staff for their work on reducing our carbon footprint and working in a more sustainable way, following a meeting at which Board members were updated on our current work and future plans.

The Chairman also reported on the latest round of regular meetings with local MSPs and MPs and updated the Board on a meeting held with Anas Sarwar MSP to discuss recent political debate on issues relating to the Queen Elizabeth University Hospital and Royal Hospital for Children. An invitation has been offered to Mr Sarwar to visit the QEUH and RHC and for dialogue to continue to provide reassurance about the hospitals. The Chairman reiterated that there is good evidence to support the fact that both hospitals are safe and provide excellence in person-centred patient care.

On her last Board meeting, the Chairman thanked Flavia Tudoraneanu for her three years' service to the Board and wished her well for the future.

The Chief Executive announced that William Edwards, currently the Director of eHealth, had been appointed to the post of Chief Operating Officer, Acute Division to succeed Jonathan Best when he retires early next year. A transition process will be put in place to ensure a smooth handover. She also reported that Dr Emilia Crighton, currently the Deputy Director of Public Health, has been appointed to the role of interim Director of Public Health, as Dr Linda de Caestecker, will also be retiring in early 2022.

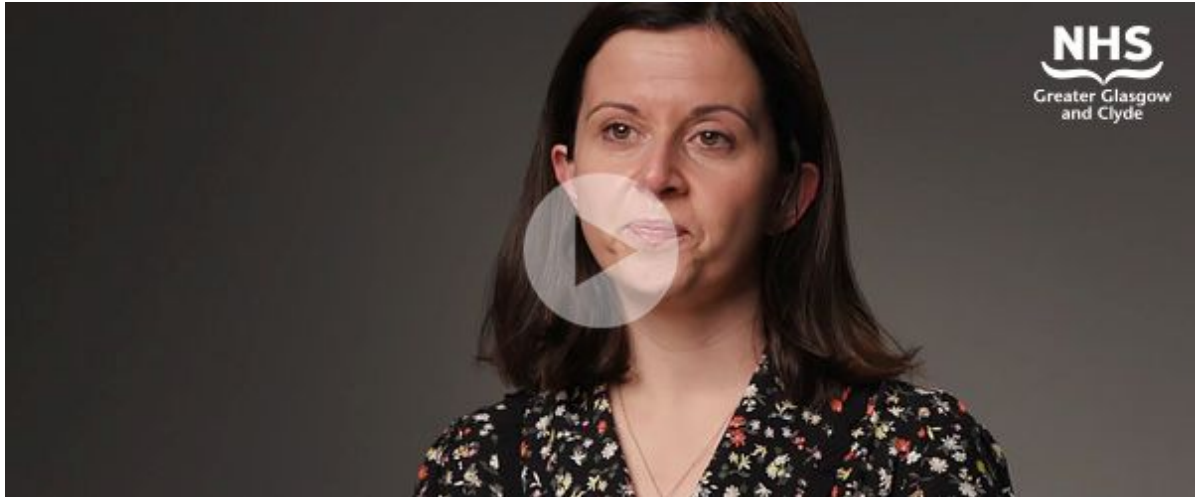
The Chief Executive reported on a constructive meeting with Scottish Government colleagues of the Advice, Assurance and Review Group (AARG) in relation to the QEUH / RHC with all the recommendations from the reports being implemented, with the exception of two areas which will be concluded early in 2022.

The Chief Executive also updated the meeting on the successful achievement of the Investors in People Award at Inverclyde which is a very significant achievement for the local team during these challenging times.

She also reported on the successful handover of Clydebank Health & Care Centre, another significant achievement for the organisation.

Patient Story

Dr Margaret McGuire, Nurse Director, presented this month's patient story which focussed on Karin, a mother who donated her kidney to her daughter, Anna, after she was born with Bilateral Kidney Dysplasia. During COVID, the QEUH has been one of only two centres in the UK still carrying out live donor transplants. Karin said the team provided person centred care not just to Anna but to the whole family. Karin said: "We have nothing but good things to say about the Renal Team." The Board congratulated all involved. To hear Karin and Anna's story, [click here](#).



COVID-19 Update

The Director of Public Health, Dr Linda de Caestecker, updated the Board on the response to the pandemic. The Board heard that across Greater Glasgow and Clyde, the current COVID-19 rate is 863 per 100,000 population, a 60% increase in a week with 63% of cases assumed to be Omicron. The highest relative increase is in the 18-34 year old age group, with a threefold increase; however, cases have also doubled in the over-65 age group in the last week. There are currently 154 patients who have had a positive COVID-19 diagnosis within the last 28 days in our hospitals, a 20% increase in a week.

She also reported on the significant progress that continues to be made in rolling out the vaccination programme within NHSGGC. To date over 2.1m doses of COVID vaccine have been given and 460,000 doses of flu vaccine.

Dr de Caestecker said there has been a huge amount of work to upscale the vaccination programme with up to 15,000 people being vaccinated per day, the highest number in a single day. Extended opening hours in vaccination centres and reduced waiting times have further increased capacity. From Tuesday, Hampden is also open as a mass vaccination centre, which will increase capacity to 24,000 people per day. Dr de Caestecker urged everyone to book appointments, particularly at Hampden. The Chairman thanked all of the staff involved for their efforts in the vaccination programme.

In closing, Dr de Caestecker advised that the pandemic remains challenging and that people are still becoming unwell. She encouraged people to continue to come forward to get vaccinated when invited and to continue to observe social distancing and wear face coverings.

[Click here to read the full paper.](#)

QEUH / RHC Update

Tom Steele, Director of Estates and Facilities, updated the Board on the position relating to the Queen Elizabeth University Hospital and the Royal Hospital for Children in respect of governance, legal claims and the Scottish Hospitals Public Inquiry.

In relation to the recommendations from recent external reviews of the QEUH/RHC, significant progress has been made. In total, out of 108 recommendations arising from the Independent Review, the Oversight Board Report and the Case Note Review, only two areas remain outstanding. One of these relates to the re-opening of Wards 2A/B and on this issue, the Board heard that significant progress is being made on the final stages of the £8.9million capital programme, with the wards expected to re-open early in 2022. The other issue relates to the final structure for infection prevention and control which is being finalised with the Scottish Government.

The Board heard that the first substantive evidential hearings of the Public Inquiry concluded on 14 November and that the Board continues to co-operate fully with the Inquiry Team.

[Click here to read the Board Paper 1.](#)

[Click here to read the Board Paper 2.](#)

Remobilisation Plan and Winter Update 2021-22

Dr Jennifer Armstrong, Medical Director, reported to the Board on the Remobilisation Plan (RMP4) and the Winter Plan for NHSGGC covering the period to March 2022.

The focus for the foreseeable future will remain on urgent and emergency care needs, with detailed plans for the ongoing recovery of other planned and elective care when the situation allows. The focus at the moment remains on a range of mitigations to ease the expected pressures on beds, with significant COVID challenges anticipated in the weeks ahead. This includes reviewing the estate to bring into use any vacant ward areas, bed utilisation, pausing elements of the elective programme, focussing only on cancer and urgent cases and tackling delayed discharges.

Dr Armstrong confirmed that COVID-19 Community pathways will remain in place until March 2022, subject to review.

The Board approved the paper.

[Click here to read the Board Paper 1.](#)

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Full Business Case approval for the North East Hub project

The Board reviewed the Full Business Case for the planned £71 million North East Hub, which will provide a new health and care centre, with a library and other community facilities, based in Parkhead. The hub will include a wide range of primary, community and acute health services, social care services, cultural and leisure services, education and learning activities and provide space for community and voluntary sector organisations. The hub will enable us to deliver services in an integrated way for the benefit of local residents, with more seamless patient pathways as a result of multi-disciplinary, co-located teams.

Through the design specification of an open, welcoming and accessible building with community facilities in the centre of a high amenity neighbourhood, the development of the hub will help to address health inequalities experienced by populations within the north east of Glasgow. The building is also designed to be Scotland's first net zero health and care centre, as part of wider sustainability efforts.

[Click here to read the Board Paper 1.](#)

[Click here to read the Board Paper 2.](#)

Healthcare Associated Infection report

The Healthcare Associated Infection Reporting Template (HAIRT) is a mandatory reporting tool for the Board to have oversight of healthcare associated infection (HAI) targets, incidents and outbreaks and all other HAI activities across NHSGGC for the September and October 2021 period.

Professor Angela Wallace, Interim Director, Infection Prevention and Control, highlighted a number of areas from the report:

- The Board's performance against HAI national targets for the two month period was within normal limits.
- The Board's cleaning compliance is 95% and Estates compliance is 96% for September 2021, and 95% and 96% respectively for October 2021.
- Close communication with ARHAI Scotland and other external organisations continues, with contributions from several members of the Infection Prevention and Control Team to national groups.

The Infection Prevention and Control Quality Improvement Network continues to work to meet the HAI targets and promote quality improvement to support the implementation IPC standards.

The Board welcomed the report. In particular, Board members noted the 'sound, solid facts and evidence' regularly provided by Professor Wallace to provide assurance and confidence to the Board that our hospitals, including the QEUH, remain safe.

Further to this, the Chair of the Clinical and Care Governance Committee reported on the recent meeting of the committee and drew the Board's attention to two important matters; firstly, that the latest HSMR (Hospital Standardised Mortality Ratio) rates for QEUH are 0.92, signifying better than expected mortality rates at the hospital and secondly, that the evidence demonstrates that the QEUH is not an outlier in terms of HAI in Scotland.

[Click here to read the Board Paper 1.](#)

[Click here to read the Board Paper 2.](#)

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