



## **MINUTE OF MEETING OF THE INTEGRATION JOINT BOARD**

### **AUDIT, PERFORMANCE AND RISK COMMITTEE**

**Thursday, 26 November 2020**

**remote locations via video conference**

#### **PRESENT**

Councillor Theresa Coull, Mr Sandy Riddell, Councillor Frank Brown, Ms Tracey Abdy, Mr Simon Bokor-Ingram, Mr Nick Fluck, Medical Director/ Responsible Officer/Caldicott Guardian.

#### **APOLOGIES**

Mr Steven Lindsay, Ms Elidh Brown

#### **IN ATTENDANCE**

Also in attendance at the above meeting was Mr Bruce Woodward, Senior Performance Officer, HSCM; Mr Atholl Scott, Senior Auditor, Moray Council; Mrs Jeanette Netherwood, Corporate Manager, HSCM; Natalie Jeffery, as clerk to the Board.

#### **Chair of Meeting**

The meeting was chaired by Cllr Coull.

#### **1. Welcome and Apologies**

The Chair welcomed everyone to the meeting and apologies were noted.

#### **2. Declaration of Member's Interests**

There were no declarations of Members' Interest in respect of any item on the agenda.

#### **3. Minute of Board Meeting dated 27 August 2020**

The Minute of the meeting dated 27 August 2020 was submitted for approval.

The Board agreed to approve the minute as submitted.

#### **4. Action Log of Board Meeting dated 27 August 2020**

The Action Log of the meeting dated 27 August 2020 was discussed and updated accordingly at the meeting.

#### **5. Quarter 2 (July-September 2020) Performance Cover Report**

A report by the Chief Financial Officer updates the Committee on its performance as at Quarter 2.

This was the second report presented in the new format. It was acknowledged there is still some work to do regarding indicators and targets but the report will continue to evolve and be flexible to support the health and social care system. Appropriate targets were quite difficult to set in the present climate but still needed to be established.

It was acknowledged that more focus was needed on delayed discharges and also wider discussion around mental health.

There was some discussion on the accuracy and efficacy of absence reporting and the differences relating to the recording of Covid absences. Mr Scott commented that an absence audit in the council had been completed and that there was some positive practices in process that he would share with the group.

Readmission rates in hospitals was also discussed. Mr Fluck commented that readmission rate was based on patients going home then being readmitted- length of stay must be considered when looking at this data particularly with an elderly patient cohort. A balance in this demographic is very difficult as if they discharge quickly, their readmission rates increase. There must be a balance of the clinical risk.

It was agreed that Mr Woodward would study data from a cohort of readmitted patients to determine the length of hospital stay versus the readmission criteria.

The data for unmet need required clarification as some cases were clearly backlog from Covid onset and some will now need reassessment. Mr Coady is addressing this with Home First and Delayed Discharges work. Mr Coady will be asked to provide an update on any progress made with unmet need.

Addendum: It was noted that the quarter needed changing to 2021 rather than 2020. It was noted that managers need to provide more commentary to their data to aid comprehension and that action timescales need to be implemented.

The Committee noted:

i) The performance of local indicators for Quarter 2 (July –September 2020) as presented in the Performance Report at APPENDIX 1; and

ii) The analysis of the local indicators that have been highlighted and actions being undertaken to address performance that is outside of acceptable target ranges as detailed in APPENDIX 1.

## **6. Internal Audit Update**

A report by the Chief Internal Auditor provides the Committee with a general update on audit work progressed since the meeting of the committee in August and to give consideration to initial thoughts as to the audit plan for the 2021/22 financial year.

Items for particular note and consideration were: 3.4 PPE, 3.5 Adaptations. Mr Scott mentioned that audit arrangements with NHS Grampian were looking to be enhanced.

Mr Riddell welcomed feedback on the report and noted it was very challenging times and appreciated the progress made under extenuating circumstances.

There was discussion around the equipment store and whilst it was recognised that there had been improvements made there were still problems being experienced by Occupational Therapists in accessing some equipment and Mr Bokor-Ingram advised that he would be prioritising this once the Covid Vaccination Scheme was established.

The Committee noted the report.

## **7. Strategic Risk Register – November 2020**

A report by the Interim Chief Officer, provides an overview of the current strategic risks, along with a summary of actions which are in place to mitigate those risks, updated November 2020.

The strategic risk register is reviewed regularly by the Senior Management Team as part of a robust risk monitoring framework, to identify, assess and prioritise risks related to the delivery of services in relation to delegated functions, particularly any which are likely to affect the delivery of the Strategic Plan.

Mrs Netherwood discussed that the Covid pandemic had certainly impacted hugely on strategic objectives and transformation. The remobilisation plan for services has caused increase in workload for staff around reassessments of need following the decision to return to delivery of both substantial and critical eligibility criteria. Home First had been able to progress clinically but some local projects were unable to progress at this time due to lack of available staff resource. Some other areas had been unable to progress due to restrictions.

Surge response and Emergency planning was now aligned to Operation Snowdrop criteria.

The pressure on Workforce was noted, particularly in elements such as ICT. The Strategic Risk Register will be further refined to align with the transformation plans as they evolve.

Mr Riddell complimented the report.

The committee considered and noted the report.

## **8. Update on Staff Absence and Recruitment Challenges-Report by Interim Chief Officer**

A report by Mrs Netherwood, Corporate Manager, provided an update on the absence figures and an overview of the challenges that are being experienced with recruitment to various posts in Health and Social Care Moray (HSCM).

Appendix 1 highlighted some of the recruitment challenges that are currently being experienced in HSCM. These are areas highlighted by managers, where the lack of people with sufficient experience, knowledge and skill to undertake these defined roles has a direct impact on the ability to provide service.

It was discussed and noted that the difficulties with recruitment were exacerbated by Covid and geographical location. It was hoped that the Moray Growth deal would help alleviate some of this pressure.

The Committee agreed to note the content of the report.

**AOCB:** Cllr Coull proposed that the opportunity for informal discussions to enable and reinforce connections. Members of Committee were in agreement, subject to time allowing.