

## SUMMARY REPORT OF GOVERNANCE COMMITTEE MEETING

<b>Name of Committee</b>	<b>Area Clinical Forum</b>
<b>Date of Meeting</b>	<b>7 May 2026</b>
<b>Committee Chair</b>	<b>Allyson Turnbull-Jukes</b>

### KEY POINTS FROM DISCUSSION AND ESCALATION

#### ALERT

- System-wide pressures including ED overcrowding and delayed discharges.
- Community capacity limitations impacting discharge and readmissions.
- Workforce challenges including recruitment delays, issues with job descriptions particularly with having timely evaluations, and sustainability concerns.

#### ASSURE

- Engagement with professional advisory groups ongoing to improve understanding of systems risk and pressure points – cross-system working ongoing between acute and community services.
- Increased awareness of development of sub-national (East/West) governance structures.

#### ADVISE

- Adopt a whole-system approach to risk management; promote a culture change to support managed risk-taking; include social care and patient perspectives in decision making and conversations regarding risk – advisory committees to take discussions away and bring back to next ACF.
- Improve governance efficiency through concise reporting – summaries of advisory committee meetings to be submitted to ACF rather than draft minutes (ongoing conversations between corporate governance and Chair). Constitutions are being reviewed following development of new ANMAC (Area Nursing and Midwifery Advisory Committee) Constitution.
- Lochaber Redesign discussed with feedback in terms of possible future use and where changes can be made across services requested.

#### RISKS

- Inconsistent understanding of risk across acute/community systems leading to inconsistent decision-making with risk-averse culture increasing system pressure, with limited community capacity contributing.
- Sub-national restructuring uncertainties
- Operational inefficiencies such as outdated job descriptions

- Potential risks of service duplication and service inequity across A&B and new Lochaber redesign project once facility opens.

### **ACTIONS**

- Collect system risk examples from advisory groups to bring to next meeting.
- Collect responses regarding system redesign from advisory groups to bring to next meeting.
- Streamline governance reporting – ongoing conversations between corporate governance and Chair.
- Add: recruitment and job description process; COVID-19 and pandemic learning to list of future agenda items.

### **LEARNING**

- Need for visibility of whole-system pressures/risk – this item to come back at next ACF
- Importance of streamlined governance and communication