

IN CONFIDENCE

SCOTTISH NATIONAL BLOOD TRANSFUSION SERVICE

Minutes of the first meeting of the Management Board
held in the Headquarters on 19th June 1990

PRESENT: Mr D B McIntosh (Chair) Dr D B L McClelland
 Professor J D Cash Dr R J Perry
 Dr E M Brookes Mrs M Thornton
 Mr J N Francis Dr S J Urbaniak
 Dr R Mitchell Dr W Whitrow
 Miss M Corrie (Secretary)

1. INTRODUCTION AND APOLOGIES FOR ABSENCE

There was an apology from Dr C V Prowse.

Mr McIntosh welcomed members to the meeting. He explained that the agenda was atypical since:-

- a. it included a long list of items carried forward from previous Co-ordinating Group meetings - to be allocated to appropriate parts of the new structure and
- b. as the first meeting of the team in its new format it would inevitably be something of a "trial run".

A. MAIN ITEMS

A.1.0 The SNBTS Management Board

Mr McIntosh explained that membership represented two streams:-

- a. Those with predominantly direct professional and managerial responsibilities at a "line" or operational level ie Directors of Regions, PFC and the National Science Laboratory.
- b. Those with predominantly indirect or "staff" responsibilities based in HQ and that the creation of the new Board was not intended to signal any change to the basic relationship between these two complementary but quite different roles.

It was agreed that a copy of Mr McIntosh's letter dated 14th June 1990 to the Directors should be incorporated in these minutes.

1.1 Methods of working

It was proposed that the Board should meet quarterly. It would need simple qualitative and quantitative data including cost elements, especially unit costs as performance indicators for monitoring purposes.

Agreed:

The Board will, as a routine, meet quarterly.

Mr Francis, with colleagues, will devise for consideration an information strategy, bearing in mind the importance so far as possible of using data already available at Centre level for operational purposes.

1.2 Where to meet

There was a discussion on the issues involved, including the benefits of the Board being seen "out and about" in Centres.

Agreed:

a. As routine, to meet in the Headquarters for simplicity, convenience and cost. However, once or twice a year there should be a meeting in a Transfusion Centre, the first of these to be at BTS Law on Tuesday 4th December 1990 with an overnight stay for those who require it in order to make an early start on the 4th.

b. From time to time there would be a need to have a two-day meeting out of Edinburgh for significant development topics. One such meeting was due, to discuss Professor Cash's paper on self-sufficiency (see 1.3 and A.5.0 below).

1.3 Dates of future meetings

The dates already booked were noted.

Agreed: cancel the following meetings:-

9 and 16 October and 11 December

Meet on Thursday 11th October at 10.45 and Friday 12th October at 9 am for self-sufficiency and supply and demand. (See also item A.5.0 below.)

Use 30/31 October as a strategic planning meeting to be held away from Headquarters with an overnight stay.

Meet at Law on 4 and 5 December as described in 1.2 above.

Board members only to attend the above meetings, except for supply and demand to which Dr Stewart should be invited.

MC

1.4 Circulation of minutes

Agreed: these to be issued only to members of the Management Board. Specific issues requiring wider communication to be identified and appropriate dissemination for these to be agreed as they arise.

MC

A.2.0 The Medical and Scientific Committee of the SNBTS (MSC)

Professor Cash introduced the discussion. He explained the MSC would be responsible for drafting professional guidelines for SNBTS use and much of the groundwork would be undertaken by working groups reporting to the full MSC.

Agreed: the core members of the MSC (ie the medical and scientific members) to meet on 14th August to discuss full details of membership of the MSC and its appropriate sub-groups.

JDC

Miss Corrie to agree an agenda with Professor Cash.

MC

A.3.0 Developments* 1990/91 and* PES 1991/92

The discussion was based on the final draft of the 1990/91 development programme (which had been circulated).

3.1 Prices Reserve

It was noted that a prices reserve of £250,000 had been set aside for allocation as needed.

3.2 Salary awards

It was noted that the allocations include 7.5% to meet salary and wage awards. This would cover those which had been announced so far, ie medical and nursing. Generally, each one per cent over 7.5 represented a need for around £120,000.

3.3 Vacancy factor

Some Directors recommended Mr Francis to reconsider the vacancy factor for their Centres which might have been set too high.

Agreed: Directors to estimate suitably adjusted factors and give Mr Francis details at forthcoming monitoring meetings.

TDS

3.4 Operational Equipment

The reserve for this was noted. Mr Francis said he hoped to achieve a new definition of capital which would include more operational equipment items. He hoped to notify Directors at the end of July.

JF

3.5 National Microbiology Reference Unit

Dr Mitchell said that he was not sure about the assumption in the proposals that West Scotland would offer an existing SSO post to the laboratory.

Agreed: Mr McIntosh to discuss this with Dr Mitchell.

DMcI

3.6 Monoclonal anti-D Reagents

After discussion it was agreed that Professor Cash, Dr Perry and Mr Bruce would clarify the position on this item and notify the Board in due course.

JDC/DMcI/MB

3.7 Reagents in general

It was noted that Mr Bruce is preparing proposals for a basic minimum cost start-up option (to lead into the larger project as funds become available - hopefully in 1991/92).

3.8 Associate Specialist Dundee

This post was on the list of unfunded proposals.

Agreed: Dr Brookes to discuss the matter with Mr McIntosh.

EB

3.9 Non recurring

It was noted that a balance of £210,000 had been set aside for use later in the year.

3.10 SHHD Recommendations

It was noted that the SHHD had recommended to the SNBTS to proceed with the Microbiology Reference Laboratory and with obtaining manufacturing licences for the PFC.

3.11 Other developments

It was noted that the CSA General Manager had approved them all in principle.

Agreed: proceed with the items summarised on page 3 of the developments paper. Urgent items on the list to be set in motion immediately. Mr Francis to agree

final time-tables with each Director, for items due to start later in the year.

JNF/TDS

3.12 Information Technology

It was noted that the sum of £25,000 included in the proposals covers only the maintenance costs of equipment no longer under warranty. Other necessary developments such as blood bank improvements were mentioned again.

Agreed: Mr McIntosh to seek a share of any SHHD funds still available this year from the sums earmarked for IT and Medical Audit. Also Mr McIntosh to discuss future development plans with Mr Moores to incorporate in PES 1990.

DMcI

3.13 Plastic cards for donors

Agreed: this development is of great interest and should not be lost sight of. Development plans for IT should include it as a separate item, in addition to other modernisation.

3.14 Product Licence Applications

It was noted these 'would' be against non-recurring funds.

3.15 PES 1990 (ie for financial year 1991/92)

Mr Francis reported that he had included the current year's base line, a re-bid for those PES 1989 proposals not funded this year, and further bids arising from new development items. He would produce a document for submission to the CSA very soon. Professor Cash canvassed colleagues on new items they would like to see included. Topics mentioned were DNA typing, (Dr McClelland to provide an estimate), HTLV-1 and CMV donation testing, in addition to the items listed below (3.16-3.18).

Agreed:

a. Directors to recheck now their components of the PES bids already on the table and to give further thought to new developments.

TDS

b. Mr McIntosh, Professor Cash and Mr Francis to finalise the PES bids based on these discussions (and any subsequent feedback from Board members) with details to be discussed again ready for final development proposals early next year. PES papers to be circulated to Board Members when sent to CSA.

DMcI/JDC/JF

mc

3.16 Tissue banking

It was noted that appropriate tissue banking is included in the SNBTS mission statement and that demands on the Edinburgh and Aberdeen Centres are increasing. It was noted that where cost-effective such development was to be welcomed.

Agreed: PES 1990 should include a development bid for this area.

JF

3.17 Immunology Services

These were noted to be in the same funding position as tissue banking.

Agreed: it would not be advisable to bid meantime under this heading.

3.18 Leucocyte depleted products

Professor Cash had put forward a bid for inclusion in PES 1990.

Agreed: refine this, on the grounds that all products would move towards being leucocyte-depleted over a three year period.

JDC

A.4.0 Confidentiality of donor and patient data

Professor Cash introduced this topic which had come to mind during the recent court case.

4.1 Existing confidentiality statement

The statement which staff are required to sign had been circulated and was noted.

4.2 Review of current procedure

Professor Cash recommended an internal audit in each Centre by a group of SNBTS professional staff headed by a SNBTS medical consultant to study and reveal the need for (and handling of) personal data and to make recommendations to the Board.

Agreed: Directors to make proposals to Professor Cash as to the staff who might undertake this audit.

TDS

4.3 Computer-held data

Agreed:

a. to bid against the time available for unspecified tasks within the CSA contract with its auditors Price

Waterhouse for a study of the current computer systems.
Mr Francis to ensure co-ordination.

JF

b. Mr McIntosh and Mr Moores to bring forward proposals for a more comprehensive computer audit thereafter.

DMcI

A.5.0 Self-Sufficiency

It was noted that the Co-ordinating Group had decided on 13th March to discuss at a special meeting Professor Cash's circulated paper dated 15th January 1990.

Agreed: To add the topic to the two-day meeting arranged for 11/12 October (Item A.1.2 above).

MC

It was further agreed that members should share the "homework" for this meeting and come forward with recommendations on the various topics to aid discussion. Professor Cash was asked to allocate aspects of his self-sufficiency paper to members for this purpose.

JDC

A.6.0 AIDS antibody positive donors

The current cumulative figures were noted as follows:-

Inverness	2	Edinburgh	16
Aberdeen	2	Glasgow	18
Dundee	6		

Agreed: to ask the future Director of the Microbiology Reference Unit to include this data in a comprehensive table to be prepared periodically. Retain the item on agendas meantime.

MC

A.7.0 BTS Sub-Committee

It was noted that the Management Committee had asked the General Manager of the Agency and Mr McIntosh to review the terms of reference and membership of the sub-committee. It was noted also that the CSA is being somewhat reduced in size by transfer to the Chief Executive's Directorates of some Divisions; also that the CSA Management Committee was about to be remodelled with a reduced number of members. Mr McIntosh suggested recommending the retention of a BTS Committee in some form, hopefully with the Chief Executive Mr Cruickshank in the Chair and the Chief Medical Officer as a member.

Agreed: Mr McIntosh to indicate a desire for an (unspecified) continual relationship between SNBTS Directors and the CSA Management Committee. Should an opportunity arise for Mr Cruickshank to attend a professional presentation by SNBTS Directors this should be encouraged. (Mr McIntosh has

subsequently spoken to Mr Cruickshank who has confirmed his
interest in coming to see us.)

DMcI

B. ITEMS REMITTED TO MSC

These were noted (as per attached). Miss Corrie explained about other items awaiting consideration which she would convey to Professor Cash.

C. ITEMS FOR INFORMATION OR ACTION AS APPROPRIATE**1.5 Director, Microbiology Reference Unit**

It was noted that there are four candidates for this post. Agreed: to hold interviews at BTS Law on Wednesday 17th July.

D. COMMUNICATION TO STAFF ABOUT THE MANAGEMENT BOARD

Agreed: Mr McIntosh to send a letter to members for dissemination to their staff, followed by a piece in Bloodletter.

E. QUALITY DEVELOPMENT PROGRAMME

Mrs Thornton described this project, which includes a 2-year appointment of a Project Development Officer for quality development in donor programmes, commencing in West Scotland. A workshop on the topic would be held on 11th September involving colleagues from MDG. Mrs Thornton to notify details.

F. PUBLIC RELATIONS

Mrs Thornton referred to recent items in national media with fairly negative comments about blood donations and sought her colleagues' views about sending an open letter to The Times, in collaboration with the NBTS National Director.

Agreed: Mrs Thornton to collaborate with Dr McClelland who was due to give a radio interview within a few days.

G. SCIENTISTS' REGRADING

Miss Corrie had given Mr McIntosh and Centre Directors a comparison of the provisional gradings suggested by local teams for discussion at this stage. These indicated some apparent anomalies to be resolved.

Agreed: Mr McIntosh to hold a meeting with those Directors who are free and to contact by telephone those who cannot attend.

Miss Corrie to add the PFC provisional gradings as soon as they are known.

H. DATE OF THE NEXT MEETING

11 and 12 October 1990.