

# Management Review and Board Meeting

17<sup>th</sup> September 2020 11am

Derek Lamb, Steve Nixon, Jean Lamb and Helen Lamb Present

## (2.0) Matters Arising

No matters arising

## (2.1) Follow-up actions from previous reviews

No follow ups from previous renew.

## (3.0) Turnover and Predicted for Year

Estimated £7.5 million for the year currently at £4.5 million, new estimate of £6.5 Million but £5 million may be more realistic.

## (4.0) Profitability

Currently very profitable.

## (9.0) Overdraft

Not in the overdraft.

## (10.0) Debtors

The Debtors is not accurate at present. Need review for Debtors specifically. New accounts package and in the process of writing new system. Also high value part paid invoices that cannot be cleared until they are complete.

## (10.1) Contract review / Picking, Packing & Despatch

Reports used

*10.1 Contract review Picking Packing and Despatch Number Invoices*

*Produced*

*10.1 Contract review Picking Packing and Despatch Days to Ship an Order*

*10.1 Contract review Picking Packing and Despatch Orders And Items*

*Shipped Per Month*

Things Discussed

Despite Covid we have maintained an average number Invoices 25-35 per day,

Along with lock down we have shipped somewhere in the region of 45000 R22

Sensors, - normal yearly is sub 2000.

Before Covid we were shipping 80% orders same or next day delivery,

Post Covid we have dropped to 68%, however many orders we delayed due to lack of production capacity at suppliers, beyond our control.

Shipper Statistics page now needs updating to reflect the new order processing system. Currently only show old style orders.

Action Taken:

## Issue 196328 Shipper Statistics

70% of orders are going out same or next day. Not including weekends. It was 80% up to March and has been up to 40 orders a day. Covid 19 not had as much impact as expected. The new system is helping. The shipper stats report is not currently working but the plan is to update this.

### **(11.0) Creditors**

At £600k about what we expected from Xero. Derek expects to be able to bring this in to Intrastats.

### **(11.1) Purchasing controls**

Reports

#### ***11.1 Purchasing controls supplier review.pdf***

The report includes suppliers for last 3 years. Supplier Review been completed. In this the companies have a Rating. Intrastats – Purchase orders, all the information is present and linked to each purchase order.

### **(12.0) Loans**

We are wanting to clear the bank loan. There is a letter to sign today to send to Barclays to start this process.

£50,000 Viamed Properties loan and need to check but Helen thinks we still have a £50,000 Vandagraph loan as well.

All the Directors signed the bank letter and are happy to clean Viamed bank loan

# HL to check the inter company loans and Xero opening balances.

### **(13.0) Stock Levels and product performance**

# This section needs adding to management review agenda.

We have had problems getting stock. No feedback from sales, which we need to help predict what to order.

Suppliers getting better at letting us have forward orders.

SN – It is difficult to know what to get for Vandagraph regarding orders. Not had any estimation, of need. It is up to Jean and Ryan to provide sales estimations /stock requirement so we can work out what wants ordering.

Covid 19 is not over so we need to think ahead. Could be some very difficult times ahead.

DL- We need to know what is needed and now all sales information is in intrastats this should be easier.

### **(13.1) Storage & Stock control**

Very hard to judge what is needed with Covid 19. Large quantities of stock arriving at short notice and large outgoing shipments. We've had to juggle storage and stock and also staff. Cathy and Michael have done a very good job keeping this under control. These are extreme times.

The weather station not working, so no temperatures are available.

### **(13.2) Calibration**

The Calibration index complete, nothing outstanding.

### **(13.3) Process and product performance**

Rolling Issues Tasks and Audits – Josh's and John's jobs need reallocating. Also added a Covid 19 section on all tasks.

No problems and no issues arising. We no longer have our own products, however PMS is still being done on old products.

#### (14.0) Back Orders

The Active list is working well. There is no total amount of bad orders.  
Need a new report for back orders, issue sent to Derek. #197627.

GGL - We need to review Envitec pricing between the companies.

SN - Also Vandagraph has old prices for sensors in the system, so this also needs reviewing.

#### (15.0) Customer Complaints

There are no complaints outstanding.

Previous complaints -

Ata Medical - Price increase

Wythenshawe Hospital - Maxtec Eyemask slippage. No ongoing issues.

#### (15.1) Customer feedback

Reports on feedback -

Customers feedback, 8 positive feedback and no negative.

Product feedback, 1 positive from a questionnaire and 2 negative, Qxylink - nothing resulting and VM2160 Detective sensor- nothing ongoing.

It is unusual to have more positive feedback than negative

#### 15.2 Non conformance review

Reports used

*15.1 Customer feedback Negative*

*15.1 Customer feedback Positive*

*15.1 VIAMED Feedback - Product Feedback Negative*










*15.1 VIAMED Feedback - Product Feedback Positive*

Things Discussed

#### VIAMED Feedback - Customer Feedback Negative

No Issues since May 2019

#### Issues in VIAMED Feedback - Customer Feedback Positive

All	Expand	Issue	Created By	Created On	Currently With	Subject	
 Complete		191048	Helen Lamb	20/07/20	Derek Lamb	From West of England MS Therapy Centre	
 Complete		185977	Kate Griffiths	03/06/20	Ryan Swaine	Email from NeoPlus, Poland	
 Complete		175875	Ryan Swaine	05/05/20	General	Medival (Italy) - Purchasing Handi+ during Covid-19 Pandemic	

	Complete		<b>170319</b>	Catrin Hird	23/03/20	Derek Lamb	eBay kieronallen2002 Customer Feedback Positive	
	Complete		<b>170299</b>	Catrin Hird	23/03/20	Helen Lamb	eBay Refund as bought multiples of item	
	Complete		<b>165098</b>	Zoey Teal	11/02/20	Derek Lamb	Positive customer feedback.	
	Complete		<b>161657</b>	Sophie Lines	03/01/20	Steve Nixon	Positive feedback from new customer Wolds Garage	
	Complete		<b>159437</b>	Catrin Hird	27/11/19	Derek Lamb	Positive Feedback: Royal Preston	

### VIAMED Feedback - Product Feedback Negative

All	Expand	Issue	Created By	Created On	Currently With	Subject		
	Complete		168239	Ryan Swaine	10/03/20	Steve Nixon	MAX-16 (0110416) - New Design/Manufacturer - Response Required	
	Complete		163257	Steve Hardaker	24/01/20	Derek Lamb	VM-2160 disposable sensors displaying a "Sensor defective" error	
	Complete		163256	Steve Hardaker	24/01/20	Steve Hardaker	VM-2160 disposable sensors displaying a "Sensor defective" error	
	Complete		159422	Steve Hardaker	27/11/19	Catherine Spence	Quality issues with resus mattresses	

### VIAMED Feedback - Product Feedback Positive

	Complete		<b>171969</b>	Derek Lamb	02/04/20	Derek Lamb	Narked 90 Positive feedback	
	Complete		<b>167277</b>	Catrin Hird	02/03/20	Catrin Hird	Review Customers: Drymax - Send Questionnaire (1023)	
	Complete		<b>155285</b>	Steve Hardaker	26/09/19	Steve Nixon	Prosol GOC5223 (R-22AVG) customer feedback	

New system in place and no reporting as yet. No issues since March, due to Covid 19, when new system implemented. It is mostly automatic now. HL – 3 issues outstanding.

There are 5 Minor ISO Non conformances, which will be signed off when BSI do the Viamed review in October 20.

### **(15.3) Vigilance system**

Reports used

*15.0 Customer complaints Issue 164268*

*15.3 Vigilance system bluepoint Leakage*

Things Discussions

No Vigilance reports on products we manufactured.

2 Vigilance type events occurred in 2020.

ISSUE:164268, Maxtec Eyemasks 2019/010/022/401/011 .

ISSUE 193177 BluePoint Possible Leakage Test Failures 193177.

### **Action Taken**

Maxtec Eyemask – Viamed is just the middleman with the MHRA.

Bluepoint Notified us of QA being missed on some products. We got all recall information and then found our batches are not affected. No Issues arising from either. Our system very efficient at vigilance issues.

### **(15.4) Preventive and corrective actions**

Reports

**See Report 16.1 Results of internal audits Mini Audits**

Purchase Order log improvements, Supplier Review, L drive, Maxtec returns, Duplicate Documents naming protocol, Repair codes tidied, Microstim cables

### **(16.0) ISO Issues**

No recalls. 5 BSI Minors to sign off.

SN is doing Reports before and ongoing -dynamic systems pre this.

### **(16.1) Results of internal audits / Mini Audits**

## **MAIN ISO AUDITS**

Internal Audits where postponed in March with the COVID Lockdown.

They are currently being updated with any new Rolling tasks / Audits that are linked to various sections of the system.

Audits will resume in the next month or so as the critical big covid orders are behind us.

## Mini Audits

Audit Issues are being completed in a timely manor,  
Currently 6 Mini Audits have Tasks outstanding  
*See Report 16.1 Results of internal audits Mini Audits*

Action Taken  
*See Report 16.1 Results of internal audits Mini Audits*

This section needs adding to the Board meeting agenda. Management review and Board Meeting are both been done together due to Covid 19 restriction and New system. We are doing Audits to verify nothing has being missed. Rolling tasks and Audits still being carried out where they can be.

All Audits will be done before 150 visit October 2020.

### **(16.2) Documentation & records**

Reports

#### ***Report 16.2 Documentation & records***

Nothing is ever deleted, all in Newest first order.

The primary server totally died and was replaced with a back up in 4 hours, with no lose of data.

SN – Asked about the risk of viruses.

DL- No real risk, everything is backed up off site. T drive the users folder, is the only area of risk but worse case scenario is we could loose a weeks data. The rest is secure.

All computers are in the process of being upgraded to keep them up to date with new Windows and with antivirus software.

### **(16.3) Quality planning**

Reports

*16.3 Viamed Top Level Objectives*

***16.4 VM3COP00.00 Viamed Quality Statement policy and objectives.pdf***

All agreed, happy to continue with current Quality policy.

### **(16.4) Achievement of Quality Policy and Objectives. Confirm still suitable**

16.4 Viamed Top Level Objectives results

***16.4 VM3COP00.00 Viamed Quality Statement policy and objectives.pdf \_ID22684***

All agreed, happy to continue with current. We are reaching achievements. Covid 19 may have resulted in delays but we are getting back to timescales.

### **(16.5) Changes to the Management system**

Reports

*16.5 Viamed Top Level Objectives results*

## **16.5 amendmentlog**

### **Things Discussed**

#### **Response to COVID**

Added to Process risk assesment special question regarding Covid,

Lots of tasks running are no longer applicable due to Covid. When the rush to work at home occurred, All staff were instructed to type in Covid to the rolling task so the processes which were no longer able to be performed would be highlighted in the weekly mini management reviews.

All Tasks have been left running as 90% of them will be relevent when working from the office goes back to normal.

In the mean time each process is/has been reviewed to asses the risk of covid to the process.

Fortunately, the replacement system to Opera the old internal accounts package were well under way since beginning of October last year. We were in a position to move staff home and work remotely via Laptops and second screens.

Major changes have been implemented from October 19 to April 20 and ongoing changes to running of the system. Old outdated system and hardware have been unable to run our accounts and CRM programs. A new system has been written and implemented.

Covid 19 has meant system has been used Remotely verified working March to September 20. Very fortunate the system was completed for March as Covid 19 could have meant staff having to come to work during lock down or the company having to stop work altogether.

#### **(16.6) Changes to CE marked products**

We have no CE marked products left.

#### **(16.7) External Parties risks and opportunity's**

Reports used

*16.7 External Parties risks and opportunity's review*

Reviewed these. All agreed these are ok.

#### **(16.8) New products etc.**

New Capnograph being developed, Polymer sensors, New Neonatal flow sensor and large pulse oximeter.

#### **(16.9) Advisory notices & recalls**

Reports

*15.3 Vigilance system bluepoint Leakage 193177*

*15.0 Customer complaints Issue 164268*

None – Discussed earlier. See section 15.0 and 15.3.

#### **(16.10) Possible system changes**

##### **16.5 amendmentlog**

System is Being moved from Old Contact Management, and Old Accounts packages, to the functions being built directly into the Intrastats system.

Xero is now the Top level Accounts package. Which gives intrastats something to validate itself against.

Drive L along with X,Y,V can now be disconnected from clients.

The old contact management and Accounts has all moved to a new Intrastats system. We are now using Xero for our Accounts and Intrastats for Sales and Purchase order processing.

Finally we will be removing L drive.

#### **(16.11) Recommendations or improvement**

*16.5 amendmentlog*

*16.10 Intrastats System changes*

Due to underlying computer changes in software the CORE Iso procedures are not recommended for any major changes until the new system has settled in.

System recommendations come in Via Intrastats as normal Issues. Due to the nature of Intrastats far more possibility's for users to see relevant information at the relevant time.

No other major improvements. Just fixes only to core ISO. General running and maintenance fixes.

#### **(16.2) Documentation & records**

Discussed earlier section 16.1.

#### **(16.3) Quality planning**

Reports

*16.3 Viamed Top Level Objectives*

*16.4 VM3COP00.00 Viamed Quality Statement policy and objectives.pdf*

All happy with Audit system. Nothing needed to change.

#### **(16.5) Changes to the Management system**

Reports

*16.5 Viamed Top Level Objectives results*

*16.5 amendmentlog*

Things Discussed

### **Response to COVID**

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## **(17.0) Company Issues**

No company issue.

## **(17.1) GDPR**

Nothing new since last year. Issue was sent last Week to remind staff about Data and document security.

## **(17.2) Review of responsibilities and Staff**

Reports

*17.2 Review of responsibilities - Complete Report*

*VM3COP02.02 Viamed Company Responsibility's organisation chart structure.pdf  
\_ID27474*

*17.2 Review of responsibilities USER NAME Responsibility's \* Report for each Staff Member*

All happy with existing at present.

# Section **(19.0) Responsibilities, Staff, Training Issues** needs to be changed to training only the rest moved to **(17.2) Review of responsibilities**. Which needs to include **and Staff**

Cathy and Michael have been amazing. Covid 19 has resulted a very difficult and trying working environment. For those in work and those working at home.

Josh Leighton has been dismissed due to lack of work ability and attendance.

Mike and Robert and now in work 12 noon until 6pm Monday to Thursday. To try and help get on top of the goods in and to assist Helen with the booking in of stock.

Mike has been delivering stock to Linda and Robert to be QA'ed and labelled.

Gail is working with Ryan, her working arrangements has been left with him so they can do Vandagraph between them. She can cover the Vandagraph phones calls when the phones go back on.

Getting staff back to answer the phones – the plan is to split staff up so no one shares a desk and no one is in an office at the same time as anyone else.

Using Steve Nixon's room, Steve Hardaker's room and Catrin's room. Each has two desks. Sophie only person to work in the main office.

SN and HL – We do not know what people are doing while working at home. People should be doing working hours, and fixed breaks and lunches.

HL - Never been able to deal with Steve Hardaker.

Jobs need doing Viamed must be important, they are all lucky to have a Jobs. From now on if people don't like it they do not have to work for us.

Possibly we get everyone to take a day and note what they do every day / one specific day. So we section up the 3 rooms, new PCs are needed.

Steve Nixon to clear his office.

Office for each pair Catrin/Emily, Kate/Zoey, Sarah/Steve H and Sophie main office on own.

The past is in the past. Moving forward No private internet, no phones. in work. People must tidy up after food, drinks, rubbish.

We lay down the law, breaks and lunches as per system. We have shared PC's which may well be switched regularly. So they do not put private things on PC's.

SN – Catrin to do Reports on what she is working on weekly – Achievements etc.

We must not risk Cathy and Robert, and try and protect staff.

### **(17.3) Resources required**

£10k has been spent on new PC's company wide. A new server and monitors are needed.

DL – I will be writing off equipment given to staff except for the Laptop with Steve Hardaker.

### **(18.0) Building fabric Issues**

The flat roof is leaking but no plans to do anything big. Roofer is aware.

Need a tidy around the front of building

Also we have a job list for a handyman.

### **(19.0) Responsibilities, Staff, Training Issues**

No other training needed. Covid 19 and the new systems has meant that most staff have had to learn and be trained on the new processes.

We will need to make sure procedures are updated when we can and that everyone is happy with the new systems.

Servicing is underway Steve Hardaker and Michael Green,

Phil has trained both on servicing

The Compressor in the archiving areas is no longer used. It was decided it can be removed.

# Issue to check the bottles and arrange disposal of the compressor. Need to check the BOC bill to make sure no bottles are rented. #199899

### **(20.0) Distributor Issues**

Tighten up minimum order value per year. Review contracts.

This needs to Renew this separately.

### **(21.0) Supplier Issues and review**

Bernd is considering selling off HumanMed.

Envitec is having staffing Issues, Honey Well Issues. Splitting work of to other parts of the world.  
'They can't see what's happening round the company.

Maxtec was bought out, they are restructuring. Its possible they are planning on setting up Maxtec UK, something is in the pipeline.

Envitec and IT Gambert can do the Max sensors if needed. We already have Neomask.

Teledyne are asking for more sales, they bought bits for AX/MX after SN told them not to.

Steve H and Ryan have been asked to ask for more orders. The office have been asked to chase Quotes + proforma.

### **(21.1) Supplier / subcontractor performance**

No sub contractors.

### **(22.0) Any other business**

We need to start to look at different types of products. To be reviewed in few months. Look at products to match system and then people.

Brexit. - It's too soon to tell what effect it'll have, to be reviewed.

There is a new UK standard that will emulate the EU medical standard.

Now John is no longer here-what now?

The hope is the Key man insurance can go to Jean and Steve and Derek's can hopefully go to their partner.

John's Shares to go Derek but their could be a cost liability regarding the Properties Company.  
Derek 50% owner of Viamed, Vandagraph and VST.

We can also now pay dividends regarding VST.

Jean's Role moving forward. what do you want?

GGL-don't know as yet but wants to be kept in loop until she says otherwise. Especially Vandagraph and VST.