

**NHS 24 BOARD**  
**Minute of the Public Meeting held Thursday 24 February 2022 at 10am**  
**via Microsoft Teams**

- PRESENT:** Dr Martin Cheyne (Chair); Mr Mike McCormick (Vice Chair); Mr Jim Miller (Chief Executive); Ms Anne Gibson (Non-Executive); Mr John Glennie OBE (Non-Executive); Ms Liz Mallinson (Non-Executive); Mr Martin Togneri (Non-Executive); Mr Alan Webb (Non-Executive); Ms Carol Gillie (Non-Executive); Ms Marieke Dwarshuis (Non-Executive); Ms Maria Docherty (Director of Nursing & Care); Mr John Gebbie (Director of Finance); Dr Laura Ryan (Medical Director)
- APOLOGIES:** Mr David Howe (Non-Executive); Mr Kenneth Woods (Non-Executive and Employee Director)
- IN ATTENDANCE:** Ms Ann-Marie Gallacher (Chief Information Officer); Ms Jacqui Hepburn (Director of Workforce); Ms Stephanie Phillips (Director of Service Delivery); Ms Suzy Aspley (Chief Communications Officer); Ms Joanne McLean (Board support)
- OBSERVING:** Dr Flora Ogilvie, Consultant in Public Health for NHS 24  
 Postgraduate students from Glasgow School of Art:  
 Juhi Mota; Arvind Prasad; Chloe Nash; Drew Ewen; Feier Liu;  
 Fionnuala McGowan; Keiko Okura; Priscilla Yuan; Rasi Thekkedath

### 1. Welcome, Apologies & Introductions

Dr Martin Cheyne chaired the meeting and **noted** apologies from Mr David Howe and Mr Kenneth Woods.

Dr Cheyne welcomed all Board members and observers to the meeting.

Juhi Mota from Glasgow School of Art provided a short introduction advising that the group had asked to observe the Board meeting as the students are currently working on a project and had chosen to base it on NHS 24 services, with the group in the discovery phase of the project.

The Chair noted that a reserved session of the Board was held immediately before the meeting to consider three areas of commercial sensitivity.

### 2. Declaration of Interest

Mr Togneri declared that his term of office as Non-Executive Board member of the Scottish Ambulance Service ended on 31 December 2021.

### 3. Minute of the meeting held 16 December 2021

The minute of the meeting held on 16 December 2021 was **approved** as an accurate record

### 4. Matters Arising

Members **agreed** that there were no other substantive matters arising.

### 5. Notes on any Other Business

Members **agreed** that there were no notes on any other matters of substantive business. The Chair requested that any items for this section are to be issued to the Board secretariat in advance of the meeting.

## 6. Chair's Report

The Chair outlined his activities carried out since 21 October 2021 Board meeting.

## 7. Executive Report to Board

The Chief Executive introduced the report and highlighted the work being undertaken around Estates, reflecting on the significant activity across all centres and expressed his thanks to Mr Gebbie and the Estates team for this work.

The Chief Executive also noted the work on the Connect Phase 1 and in particular the desktop refresh which resulted in every member of frontline staff receiving new equipment and the organisation moving to Windows 10 and recorded his personal thanks to Ms Gallacher and the ICT team.

The Chief Executive highlighted a positive period where the focus of Covid has now shifted to recovery and forward thinking as an organisation, with the commencement of the development of the organisation's strategic planning with a detailed discussion of the strategic intent scheduled for the March Board Workshop.

The Chief Executive outlined the significant amount of work relating to workforce which is developing at pace. This activity follows a pause over the last 18 months and the Chief Executive expressed his gratitude to Ms Hepburn and the team.

On behalf of the Board the Chief Executive congratulated the Breathing Space Team who received the Holyrood Digital Health and Care Award for Innovation for the Breathing Space webchat service earlier this week.

Ms Gibson was very complimentary around the engagement from the Public Partnership Forum (PPF) around sought assurance that the group would have involvement in future service development. Ms Phillips reaffirmed her commitment of the involvement of the PPF in the development of the refreshed Strategy. Ms Hepburn reaffirmed the work being carried out by the PPF and noted the development of a work plan for the next twelve months with the commitment that PPF members would be invited to take part in individual pieces of work. The Chair commended the commitment of the PPF and Youth Forum (YF).

Ms Dwarshuis sought clarity around the changes of the direction of traffic from the website. Ms Aspley provided an outline of the work that has been undertaken in the development of a 111 page to assist the public which aligns to a symptom checker and NHS inform. This change is showing positive early results.

The Board **noted** the Executive Report for **assurance**.

## 8. Quality & Safety

### 8.1 Patient Stories

Ms Docherty provided the Board with an overview of the circumstances of an Adverse Event relating to Dental whereby a patient had over self-medicated. This resulted in a number of recommendations which have been carried out. The Patient was fully engaged with the Adverse Event Process, which also resulted as a Duty of Candour Case.

Ms Docherty also noted a compliment from Care Opinion around the circumstances where a 71 year old patient living alone had called the service and was provided with self-care advice. The Patient had tripped and injured her ribcage. The story received praise for the positive experience with staff and the practical advice provided.

On behalf of the Board, the Chair expressed his thanks and gratitude to both patients for their willingness to share their respective stories with the Board.

The Board **noted** the Patient Stories for **assurance**.

## **8.2 Corporate Risk Register**

Dr Ryan provided the Board with an update on the Risk Register noting key highlights.

Dr Ryan advised that all risks have been reviewed and updated at directorate level and considered by internal groups, Executive Management Team meeting and various Board Governance Committees. Dr Ryan noted that all identified learning from these committees have been incorporated into improving the approach to managing the risk register.

Mr McCormick welcomed the general downward trend in a lot of activities and recorded the good work of the leadership team in managing the responses to the challenges, with particular reference to the response of workforce and ICT activity.

The Board **noted** the Corporate Risk Register for **assurance**.

## **8.3 Strategic Risk Register**

Dr Ryan provided the Board with an update on the Strategic Risk Register.

Dr Ryan outlined the current strategic risk profile and the process regarding risk management and its alignment to strategic planning. Dr Ryan noted that the paper had been reviewed and endorsed at the March Audit and Risk Committee.

Mr McCormick queried whether Finance should be referenced on the Strategic Risk Register. Mr Gebbie advised that funding had been secured and there was no requirement at this time, but would be considered as part of the three year financial plan.

The Chair recorded his assurance of the downward trend in activity resulting from a robust risk management process.

The Board **noted** the Strategic Risk Register for **assurance**.

# **9. Strategic Planning & Development**

## **9.1 Remobilisation Plan 4 Q3**

Ms Phillips spoke to the paper and noted the updated RMP4 Delivery Plan, capturing progress against key deliverables until the end of Quarter 3, which was reviewed and approved by the Executive Management Team before being submitted to Scottish Government on 9 February 2022. Ms Phillips noted that the paper had also been reviewed at the March Planning and Performance Meeting. Ms Phillips advised that feedback was awaited from Scottish Government.

The Board **noted** the RMP4 Q3 Review for **assurance**.

## **9.2 Strategic Planning Update**

Ms Phillips spoke to the paper and advised that NHS 24 is developing a strategic intent document setting out the direction of travel in advance of the development of a full strategy beyond 2022/23.

Ms Phillips noted that the approach is set out in the accompanying appendix, which was presented at the March Planning & Performance Committee with a more detailed discussion arranged for the March Board Workshop.

Ms Gillies asked if there was a timeline for completion of the Strategy. Ms Phillips advised that this would be informed by feedback from Scottish Government.

The Board **noted** the update for **assurance**.

### **9.3 Change Portfolio Update**

Mr Gebbie spoke to the paper that provided a progress summary of the key programmes within the Change Portfolio, including, the successful delivery of additional frontline capacity through the Estates Programme ahead of the festive period, with the next phase underway in the expansion at Dundee and Lumina which will be operational before Easter.

Mr Gebbie advised that the Connect Phase 1 is progressing with a number of activities within the programme being delivered, most notably the roll out of the desktop hardware. Mr McCormick noted that a detailed discussion regarding ICT developments, risks and heat maps took place at the Planning and Performance Committee and good progress was reported.

Mr Gebbie noted that the Mental Health programme is being progressed and collaboration with Police Scotland is being finalised. The content and design for the Safer Online Suicidal Journeys continues, although there have been delays due to Covid, however the Mental Wellbeing platform is on schedule to go live in March.

Mr Gebbie advised that investments and efficiencies will be recorded within the paper for the April Board meeting.

The Board **noted** the update to the Change Portfolio for **assurance**.

## **10. Performance**

### **10.1 Corporate Performance Report**

Ms Phillips introduced the Corporate Performance Report which provided an overview of performance across the organisation during December 2021.

Ms Phillips advised that the report was discussed in detail at the March Planning and Performance Committee and key points have been included within the cover paper.

Ms Gillies asked for clarity around the outcomes of the learning from the two four day holidays over festive. Ms Phillips advised that festive learning is fed into the national winter lessons learned work that is currently being progressed.

The Board **noted** the Corporate Performance Report for **assurance**.

### **10.2 Financial Performance Report**

Mr Gebbie spoke to the paper and highlighted areas of movement over the identified reporting period.

Mr Gebbie noted that against the December allocation letter, NHS 24 is reporting a breakeven position. NHS 24 has now received all its major additional allocations, with the exception of the enhanced mental health pathway, which has been confirmed with Scottish Government. This will be offset by slippage being passed back in recruiting to full capacity across our programmes of work. Covid-19 related expenditure of £3.4m has been incurred year to date and fully funded. The full year forecast is also assuming a breakeven position.

Mr Gebbie noted that for 2021/22, NHS 24 is required to identify efficiency savings in order to achieve breakeven totalling £3.1million, of which £0.7m is the share of the national boards' savings target and £2.36m of internal targets. Against the internal £2.36m target there has been in-year achievement of £1.54m with £0.46m on a recurring basis likely to be unachieved. This is currently being offset by pausing our SPRA investment plans until recurring savings are identified to ensure the organisation stays on track to live within a balanced recurring position.

Ms Gillie sought clarity around what steps will be taken forward to ensure that the savings target will be met for the new financial year. Mr Gebbie advised that in the short term the finance team will be reviewing areas of underspend and in the medium term the Senior Management Team has been tasked with identifying inefficiencies across the organisation.

The Board **noted** the Financial Performance Report for **assurance**.

### **10.3 Quarterly Workforce Performance Report**

Ms Hepburn spoke to the paper and advised that the report provides the Board with an update on areas of workforce focus for Quarter 3 and has been reviewed in detail at the February Staff Governance Committee.

Mr Togneri requested that the data reported in graph 6 (sickness absence) is shown as one sequence of data and for graph 7 (working hours lost) is reported as a percentage of working hours available vs working hours lost. Ms Hepburn agreed to make this change and advise feedback to Staff Governance Committee. **Action: Ms Hepburn**

The Board **noted** the Quarterly Workforce Performance Report for **assurance**.

## **11. Board Standing Committees - Receipt Of Minutes & Highlight Reports**

### **11.1 Clinical Governance Committee (Approved Minute 04 November 2021 and Highlight Report 07 February 2022)**

The Board received and **noted** the approved minute and highlight report for **assurance**.

Mr Togneri advised that one of the outcomes from the meeting is to review and make improvements to the quarterly healthcare indicators report and this will be undertaken in advance of the May meeting.

### **11.2 Staff Governance Committee (Approved Minute 11 November 2021 and Highlight Report 03 February 2022)**

The Board received and **noted** the approved minute and highlight report for **assurance**.

Mr Glennie highlighted the excellent partnership working and is heartened by all the activity that has been taken forward by the team.

### **11.3 Audit and Risk Committee (Approved Minute 01 November 2021 and Highlight Report 10 February 2021)**

The Board received and **noted** the approved minute and highlight report for **assurance**.

Ms Gillie noted the key changes of leads within the audit services.

#### **11.4 Planning and Performance Committee (Approved Minute 08 November 2021 and Highlight Report 14 February 2022)**

The Board received and **noted** the approved minute and highlight report for **assurance**.

Mr McCormick advised that points of note had already been picked up in the meeting.

#### **11.5 Integrated Governance Committee (Highlight Report 30 November 2021)**

The Board received and noted highlight report for assurance.

The Chair advised that the item on risk had been removed from the IGC agenda as this resides with the Audit and Risk Committee.

### **12. Corporate Governance**

#### **12.1 NHS 24 Corporate Governance Framework**

The Chair outlined the process of corporate governance taken forward over the last two years and advised that a further review will be undertaken when the new Board Secretary is in post. The Framework will take account of Active Governance and the revised Blueprint for Good Governance which will be available over the summer.

Mr Gebbie advised that a review was undertaken of the 2019 Framework which does not highlight any material concerns and it was agreed at the February Audit and Risk Committee that the current Framework would continue until a review was undertaken later in the year, coming back to Board in December 2022.

The Board **noted** the paper for **assurance**.

#### **12.2 2022/23 Revised Board and Committee Meeting Schedule**

Mr Gebbie spoke to the paper and highlighted that following discussion with the Board Chair and Chairs of respective Committees, dates for the forthcoming year were revisited and a revised schedule of meeting dates were presented to the Board for approval.

The Board **approved** the revised meeting schedule.

#### **12.3 Committee Terms of Reference (ToRs)**

Mr Gebbie spoke to the paper and sought Board approval for the continuation of the existing Terms of Reference (ToR) for all standing committees as approved by the Board at the meeting of 19<sup>th</sup> August 2021. The paper highlighted no material changes to the ToR since August 2021 and recommended a further review of the ToR for all committees be undertaken later in the calendar year to coincide with the publication of the Revised Blueprint for Governance and Once for Scotland approach.

The Board **approved** the recommendation.

### **13. Board Action Log and AOB**

#### **13.1 Board Action Log**

The Board noted that all actions considered complete have been addressed and can be removed from the action log and the not complete will be carried forward to the next action log.

Ms Dwarshuis requested that Item 785 is shared with the Board. Ms Phillips advised that the summary of the gathering views and horizon scanning work would be shared in preparation for the Board Workshop on the strategic intent.

The Board **approved** the Action Log.

### **13.2 AOB**

The Chair asked Board members to consider reverting to a hybrid model for attendance at Board and Governance committees from March 2022. Due to physical distancing measures this will work on a rotational basis and therefore all Non-Executives looking to attend the March Board workshop are asked to advise Board secretariat. **Action: Non-Executives**

The Chair asked individual governance committee Chairs to determine which approach they would like to adopt in the interim period. **Action: Governance Committee Chairs**

There was also a discussion around the existing governance light arrangements for committees and the Board agreed that this would remain governance light for the next round of committee meetings in May and will be reviewed in June 2022.

### **Farewell to John Glennie**

On behalf of the Board the Chair thanked Mr Glennie for his longstanding contribution to the NHS 24 Board over the last eight years and provided an overview of his career at NHS 24.

## **14. Date of Next Meeting**

The date of the next Board meeting was confirmed to be Thursday 28 April 2022 at 10am.