

**NHS 24
BOARD MEETING**

**20 JUNE 2019
FOR APPROVAL**

**MINUTES OF THE BOARD MEETING HELD
ON THURSDAY 11 APRIL 2019**

Executive Sponsor:	Chief Executive
Lead Officer/Author:	Board Executive Assistant
Action Required	The Board is asked to approve the minutes as an accurate record of the discussion at the meeting held on 11 April 2019.

ACTION

1 WELCOME & APOLOGIES

Members

Ms Esther Roberton	Chair
Ms Angiolina Foster	Chief Executive
Ms Margo McGurk	Director of Finance and Performance
Dr Laura Ryan	Medical Director
Mr Mike McCormick	Non Executive
Mr Martin Togneri	Non Executive
Mr Eddie Docherty	Director of Nursing and Care
Mr Graham Revie	Non Executive
Mr Albert Tait	Non Executive
Dr Juliana Butler	Non Executive
Mr Alan Webb	Non Executive
Ms Madeline Smith	Non Executive
Mr John Glennie	Non Executive

In Attendance

Ms Steph Phillips	Director of Service Delivery
Ms Ann Marie Gallacher	Chief Information Officer
Ms Lynne Huckerby	Director of Service Development
Mr David Miller	Director of Workforce
Ms Cheryl Glancy	Planning Manager
Ms Pauline Simpson	Board Executive Assistant
Lisa Dransfield	Comms Manager
Davie Morrison	Participation and Equalities Manager (Item 8.5)
Carol Cowan	Engagement Officer (Item 8.5)
Kevin McMahon	Head of Risk and Resilience (Item 8.3/8.4)

Apologies

Ms Suzy Aspley	Head of Communications
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- 1.1 Ms Roberton welcomed all members and attendees to the meeting and noted apologies as set out above. A special welcome was extended to Mr Miller, as it is his first full public Board meeting and to Ms Campbell and Ms Totten

who were attending the meeting as observer members of the partnership forum. Mr Morrison and Ms Cowan will attend for item 8.5. Ms Dransfield is deputising for Ms Aspley. Ms Glancy attends the Board meeting in her role as Board Governance support.

- 1.2 Ms Robertson advised that Ms Totten is an established member of the NHS 24 Public Partnership Forum and is actively involved within the community. She works with carers, people with HIV, and those experiencing mental ill health and substance abuse. Ms Campbell is an established member of the NHS 24 Public Partnership Forum, having joined it in the summer of 2016. Ms Campbell retired after 35 years in nursing, working mainly in elderly rehabilitation. She is a former Secretary of the Clydebank Seniors' Forum.
- 1.3 Ms Robertson noted that Mr Iain Adams, Deputy Director of Finance, is due to retire on 14 May 2019. She and the Board formally recorded appreciation and best wishes and noted his outstanding, competent and reliable contribution over the years. She added that Mr Snedden, Mr Adams successor, has recently taken up post to allow a smooth handover of responsibilities. Furthermore, she reported that an offer has been made on the Associate Director of Planning and Performance post.
- 1.4 Ms Robertson informed the Board that she has accepted a six-month extension to her term, therefore is due to leave her post as Chair on 30 September 2019. The post will be advertised in April 2019 and interviews are due to be held in June 2019. She advised that this would be a composite advert, as four Chairs will be recruited at this time. Ms Dransfield advised that the Communications Team are looking for a Non-Executive volunteer who is willing to take part in a promotion video for this post. Ms Dransfield asked Non-Executives to contact her directly if they would like to be involved.
- 1.5 Mr Docherty noted that Mr Mark Kelly has been appointed to the new joint post, Associate Director of Nursing for NHS 24 and NHS Dumfries and Galloway. The Board recorded their congratulations to Mr Kelly.

Non-Executives

2 DECLARATION OF INTERESTS

- 2.1 Ms Smith declared a connection with item 7 by virtue of working with Glasgow School of Arts (GSoA) Students, as she is the Head of Strategy within the Innovation School of The Glasgow School of Art. This is where the students working with NHS 24 on design innovation projects are based.
- 2.2 Ms Smith declared an additional connection in item 7, regarding a member of the youth panel who has received a work placement/internship with GSoA. She is supervisor of his masters.

3 MINUTES OF PREVIOUS MEETING

- 3.1 The Board reviewed and approved the minutes of the Board meeting held on 14 February 2019.

4 MATTERS ARISING

- 4.1 There were no matters arising raised.

5 NOTES OF ANY OTHER BUSINESS

5.1 There were no notes of any other business declared.

6 CHAIR'S REPORT

6.1 Ms Robertson provided an update on her activities since the Board meeting held on 14 February 2019.

- 25 February 2019 - NHS Chairs and Chief Executive Meeting
- 25 February 2019 - NHS 24/SAS Joint Working Meeting
- 7 March 2019 - Riverside Medical Practice visit with Ms Foster and Mr Richard Fairclough
- 13 March 2019 – Presented at the Non-Executive Directors Forum (Scott Moncrieff Non Exec Forum)
- 26 March 2019 - National Boards Collaborative Chief Executives and Chairs Vision Workshop. Ms Robertson noted that Ms McGurk and Ms Aspley attended in their respective roles supporting collaborative working.
- 8 April 2019 – Tayside NHS Board Member appointments - shortlist meeting

6.2 The Board noted the update.

7 EXECUTIVE REPORT TO THE BOARD

7.1 Ms Foster presented the report and highlighted point 5.1 regarding teleprescribing and noted the significant stage reached in relation to this work. In addition, she noted point 5.2.2 relating to the Mental Health services re-design and highlighted the soft launch of the Mental Health hub, the introduction of webchat for Breathing Space and the new NHS Inform self-help guides.

7.2 Discussion was held around the collaborative arrangement with the Scottish Government in relation to the User Research Function. Ms Huckerby advised that the team have been closely engaging with the Chief Designer at Scottish Government and they have offered to collaboratively recruit with NHS 24 to allow a collaborative benefit from the skills to both organisations.

7.3 With regard to the NHS Scotland poster submission. It was noted that the related video could be made available on an ipad, if anyone wished to view it.

7.4 The Board noted the report for assurance.

8 QUALITY & SAFETY**8.1 Patient Stories**

8.1.1 Mr Docherty explained the circumstances of a recent complaint and those of a recent compliment. The Board then discussed the learning points from

ACTION

these cases in detail. The Board noted and took assurance from the reports provided.

8.2 Service Quality Report

8.2.1 Ms McGurk presented the report and noted that it had been considered by the Finance and Performance Committee, and subsequently been updated to reflect feedback from the Committee.

Ms McGurk

8.2.2 Discussion was held around the 111 service access performance for the month. The Board discussed the key factors currently affecting this aspect of performance and agreed that whilst everything should continue to be done to improve on the access level that the overriding focus should be on ensuring a high quality patient journey through the service from end to end. This includes, time to answer, length of time to point of care and the overall quality of the care experience.

Ms McGurk

Ms Phillips

8.2.3 Ms Phillips will liaise with Mr Glennie outwith the meeting in regard to a query relating to carry over of annual leave.

8.2.4 The Board noted the content of the paper, for assurance.

8.3 Corporate Risk Register

8.3.1 Mr McMahon presented the report and noted that three risks have reduced in score as outlined at item 3.3 of the report.

8.3.2 Mr McCormick queried the reduction in the scoring of risk (RPND/030232). Ms Huckerby clarified that the reduction related to having the Service Development structure in place and the consequent capacity and capability that brings. She confirmed that the main key roles have been recruited to, therefore expects it to reduce further once the new structure is embedded.

8.3.3 The Board approved the report.

8.4 Strategic Risk Register

8.4.1 Mr McMahon presented the Strategic Risk Register and advised that it was considered by the Audit and Risk Committee on 21 March 2019 and had been updated following that discussion. The Board discussed a number of the risks contained within the report.

8.4.2 Discussion was held around the assessment of the risk in relation to the technology refresh. Ms Smith suggested and the Board concurred that this should be reflected as “high” until the formal plan to implement the refresh was fully agreed.

8.4.3 The Board approved the report but reflected also that the assessment of risk levels presented will be the subject of continuous review.

8.5 Equality Mainstream Report

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8.5.1 Ms Robertson welcomed Mr Morrison and Ms Cowan to the meeting. She congratulated Mr Morrison on his achievement at the recent Scottish Sensory & Equality Awards where he received the “Inclusive Champion of the Year Runner Up Award”, and also a special award for outstanding professionalism in working to deliver services for deaf people over the last 10 years.

8.5.2 Mr Morrison presented the report and advised that this was previously considered by the Executive Management Team, the Staff Governance Committee, the Clinical Governance Committee and the Area Partnership Forum.

8.5.3 He advised that equality legislation in Scotland requires the information contained within the report to be published by 30 April 2019.

8.5.4 Mr Morrison presented the key points to the Board. The Board discussed the report and specifically reflected that not all staff declare their religion or belief and sexual orientation. This is however not an issue which is specific to NHS 24. Mr Webb queried whether the organisation has considered why this is the case. Mr Morrison advised that there will be a variety of reasons and confirmed that staff can now update their own personal information via the eESS system anonymously, which is a further opportunity to disclose the information. This may over time increase the level of staff reporting on these areas.

8.5.5 Mr McCormick suggested that the level of grievances reported which were associated with a specific religious status, seemed to be a relatively high number. Mr Morrison advised that the Board on the specifics of this aspect of the report, noting that a number of these grievances related to a small number of individuals. He did also assure the Board that each grievance is fully and appropriately considered.

8.5.6 Mr Glennie asked for more detail on the diversity of representation on the Public Partnership Forum. Mr Morrison advised on current membership and indicated the Forum continuously seek to increase representation and specifically have made good progress in increasing representation through the inclusion recently of members of the Youth Forum. **Mr Morrison**

8.5.7 The Board agreed it would be helpful also to add a section, which details the work ongoing to reset organisational culture. It was agreed that the following three points should be added to the report and cover paper.

- The steps being taken to ensure continuous quality, safe and effective patient care
- Information on the diversity of our workforce and how this is used to create capacity, capability and confidence in our people and teams, and
- Improving our stakeholder engagement to make sure that our services match our stakeholder needs.

Mr Morrison

8.5.8 Mr Morrison thanked all the staff who gathered the data to help produce this report.

Mr Morrison

ACTION

- 8.5.9 The Board agreed that the report should be for approval, therefore the cover paper should be altered to reflect that.
- 8.5.10 The Board approved the report subject to the incorporation of the additional points agreed through the discussion.

9 STRATEGIC PLANNING & DEVELOPMENT

9.1 Blueprint for Good Governance (Self-Assessment & Action Plan)

- 9.1.1 Ms McGurk presented the report and noted that it is a summary report based on the discussion at the previous Board development session.
- 9.1.2 The Board reviewed and discussed the report and agreed that the following amendments should be made.
- 9.1.3 More tangible detail with regard to current and planned activities to influence culture should be added. Consideration to be given to internal audit reviewing how the Board influences culture. It was suggested that this could be included within the audit plan over the next two year period. On page eight the last bullet ‘approving the appointment and termination of the Head of Internal Audit’ to be removed.
- 9.1.4 The Board approved the report subject to the additions noted above.

Ms McGurk

9.2 Annual Operating Plan 2019/20

- 9.2.1 Ms Foster presented the Annual Operating Plan 2019/20, and advised that this document represents the NHS 24 formal delivery contract with Scottish Government for 2019/20.
- 9.2.2 Ms Foster explained that annex 1 reflects the existing performance framework, with one important addition around care delivered at the first point of contact. Annex 2 details the ongoing improvement activity in relation to the 111 service.
- 9.2.3 The Board discussed the plan in detail and agreed the following amendements should be made:
 - Review the descriptions of P1/P2/P3 calls
 - Review the wording in relation to the proposed quality Improvement and quality assurance methodologies to be applied
 - Annex 1 – correct the wording in relation to the new KPI Target of the measure ‘Care delivered at first point of contact’
 - Include more narrative in relation to supporting workforce attendance
 - Consider and review the description of “care delivered at the first point of contact”.
- 9.2.4 The Board approved the Annual Operating Plan subject to the inclusion of the agreed amendments discussed.

**Ms Ryan/
Ms McGurk/
Ms Phillips/
Mr Docherty**

9.3 Service Model Implementation Plan

- 9.3.1 Ms Phillips presented the report noting that the proposed transition plan will require to be in place by October 2019. Ms Phillips also confirmed that through the new Board Planning Cycle, the Board and Governance Committees will be engaged throughout both the planning and implementation process.
- 9.3.2 Ms Phillips advised that there has been recognition from all involved in the development of the proposed model that it will represent an improved way of working for all staff.
- 9.3.3 Mr Glennie noted that there was detailed discussion at the Staff Governance Committee regarding the 15-minute 'huddle' time at the beginning of each shift and three hours continuous personal development time built in over an eight-week period. He confirmed that the Committee was supportive of this change as it makes it more achievable for staff to undertake training. Mr Docherty noted that the importance of the 'huddle' should not be underestimated as he feels it will help to drive culture change and contribute towards ensuring patient safety.
- 9.3.4 Discussion was held around whether staff are content with three days allocation for training with reference to point 2.9. Mr Revie advised that staff feel this to be sufficient time. Mr Docherty confirmed that three days would represent an acceptable, if not higher benchmark across other services.
- 9.3.5 Mr Miller advised that the organisation is considering improvements to workforce planning arrangements across the organisation.
- 9.3.6 Ms Smith queried the timeline to recruit the staff noted in point 2.4 by October 2019, and she thought it seemed tight. Ms Phillips confirmed that recruitment is just about to start, and noted that with careful planning in place this should be achievable in the timeline.
- 9.3.7 In response to a query from Mr McCormick, Ms Phillips confirmed that the full costs of the recruitment are included within the Annual Operating Plan.
- 9.3.8 It was agreed that this paper should be for assurance at this stage.
- 9.3.9 The Board noted the report.

9.4 Brexit Position Report

- 9.4.1 Ms McGurk presented the report noting that weekly reporting to the Scottish Government on preparations is in place given proximity to the revised exit date.
- 9.4.2 The NHS 24 Board noted the report for assurance.

9.5 Estates Strategy Update (v)

- 9.5.1 Ms McGurk provided a verbal update on the Estates Strategy and advised

ACTION

the paper was considered by the Executive Management Team on 19 March 2019 and the Finance and Performance Committee on 11 March 2019. She advised that work is ongoing and there are some potential changes identified, a further update will be provided to the next Board meeting.

9.5.2 The Board noted the update for assurance.

9.6 Digital Strategy

9.6.1 Ms Huckerby presented the Digital Strategy and noted that it was presented to the Executive Team Meeting on 5 March 2019 and the Finance and Performance Committee on 11 March 2019. She noted some comments were received at the Finance and Performance Committee in relation to engagement and health inequalities, which are incorporated in this revised draft.

9.6.2 The Board reviewed the Digital Strategy and proposed a number of presentational amendments.

Ms Huckerby

9.6.3 Developing workforce digital skills was discussed and the Board requested that collaboration with other agencies should be explored as part of this. Mr Webb and Ms Huckerby took an action to discuss this further outwith the meeting.

**Mr Webb/
Ms Huckerby**

9.6.4 Discussion was held around funding and Mr McCormick noted that the ideal scenario would be to ensure that the available budget supports progress as the implementation plan develops.

9.6.5 The Board approved the Digital Strategy.

9.7 Technology Strategy

9.7.1 Ms Gallacher presented the Technology Strategy and confirmed that it was considered by the Finance and Performance Committee on 11 March 2019.

9.7.2 Ms Gallacher advised that this Strategy's mission is to ensure that NHS 24 are connecting and delivering innovative, flexible and dependable systems and solutions required to support the delivery of the corporate strategic objectives. She advised that NHS 24 would develop infrastructure, which will be highly resilient and easily accessed anywhere and from any device. Ms Butler queried if there are security risks associated with remote working. Ms Gallacher confirmed that this issue has been considered carefully and protocols are either in place or being developed.

9.7.3 The Board approved the Technology Strategy.

9.8 Annual Confirmation of Committee Membership

9.8.1 The Board approved the Annual Confirmation of Committee Membership.

10 PERFORMANCE

10.1 Financial Performance Report

- 10.1.1 Ms McGurk presented the report and advised of an underspend of £0.370 million to date for the 2018/19 financial year and advised that there are no material changes to report from the previous report to the Board.
- 10.1.2 Discussion was held around the nursing underspend and ICT overspend. Mr McCormick advised that the Finance and Performance Committee had reviewed the January 2019 report where good reasons for both the underspend and overspend had been explained in detail.
- 10.1.3 Mr Tait asked whether the Service Access Level would have been improved, had the full nursing establishment been met. Mr Docherty advised that his clinical opinion is that the establishment should not be required at that level with the planned improvements to the supervision model and the shift review. Whilst availability of nurse practitioners does impact on service access levels, this will have less direct impact with the planned supervision model, which has informed the nurse requirement as part of the workforce plan and SPRA for 2019/20.
- 10.1.4 The Board noted the report for assurance.

10.2 Workforce Performance Report

- 10.2.1 Mr Miller presented the report and advised that it had been discussed by the Executive Management Team on 19 March 2019, Finance and Performance Committee on 11 March 2019 and Staff Governance Committee on 28 March 2019.
- 10.2.2 Mr Miller advised that a Workforce Planning Group has been re-established and provided assurance that staffing performance would be monitored on an ongoing basis.
- 10.2.3 Mr Miller advised that he has various improvement areas the workforce team will bring forward to support enhancing the effectiveness of workforce planning arrangements. This includes; streamlining the recruitment process and recruiting on an ongoing basis rather than the current approach.
- 10.2.4 The Board discussed staff attendance in detail. Mr Miller advised that he is closely monitoring this and considering a range of improvements to support staff attendance. . He noted that several factors such as the shift review, in time should make a positive impact. He advised that NHS 24 in comparison with other contact centres, has lower absence rates. Mr Togneri asked that we review this against other 111 contact centres. Mr Revie advised that he believed that the Area Partnership Forum and the Staff Governance Committee have done this previously, and from recollection were similar.
- 10.2.5 There was discussion around the annual clinical refresher training modules. Mr Miller assured the Board that he is working with the Learning and Education Team and expects to increase this to 90% compliance by the end of 2019. Ms Smith asked that this information is reported to the Staff Governance Committee.

Mr Miller

Mr Miller

ACTION

Mr Miller

- 10.2.6 It was noted that the key is missing within the graph on page 11 for mental health issues. Mr Miller advised that he would correct this omission.
- 10.2.7 Mr Miller advised that the Dashboard is due for completion in three or four months. He advised that it would be tested with Committees prior to implementing for the Board.
- 10.2.8 Mr Miller asked the Board what further information they would find useful to present within this report. The Board agreed to engage with suggestions.

11 BOARD STANDING COMMITTEES

11.1 Clinical Governance Committee

- 11.1.1 Ms Smith presented the approved minute of 14 January 2019 and highlight report from 26 March 2019.
- 11.1.2 Discussion was held around the improved process for dealing with clinical outliers. Mr Docherty confirmed that it was equally as safe but more efficient with improved information.
- 11.1.3 Ms Smith advised that the Public Partnership Forum annual report has been received. The Board recorded thanks and appreciation of time and effort spent to produce this.
- 11.1.4 The Board noted the minute and highlight report for assurance.

11.2 Staff Governance Committee

- 11.2.1 Mr Glennie presented the approved minute of 22 January 2019 and highlight report of 28 March 2019.
- 11.2.2 He advised that the Committee were assured and impressed with the progress identified with the Shift Review.
- 11.2.3 Ms Butler commended Ms Paula Shiels for her presentation on Mental Health and wellbeing.
- 11.2.4 Appreciation was extended to Ms Christine Malcolm for her outstanding contribution within the Public Partnership Forum. Ms Malcom is now due to retire. Ms Robertson advised that she will send thanks to Ms Malcolm.
- 11.2.5 The Board noted the minute and highlight report for assurance.

11.3 Audit and Risk Committee

- 11.3.1 Mr Tait presented the minute of 3 December 2019.
- 11.3.2 Mr Togneri presented the highlight report from 21 March 2019. He highlighted that the internal audit of the project management office provided some helpful actionable improvement points. The Committee also fully

supported the annual accounts timetable proposal.

11.3.3 The Board noted the minute and highlight report for assurance.

11.4 Finance and Performance Committee

11.4.1 Mr McCormick presented the minute from 31 January 2019 and the highlight report from 11 March 2019.

11.4.2 The Board noted the minute and highlight report for assurance.

12 Action Log

12.1 The Board reviewed the action log and confirmed closure of all those actions recommended for closure. In addition, the Board agreed that item 650 can be closed.

13 Any Other Business

13.1 Access to Public Appointments – Public Appointments Shadow Placement
Ms Robertson advised that a letter from Scottish Government has been received which supports establishing shadowing opportunities for new non-executive directors. She advised that response is due to Scottish Government by 15 April 2019.

13.2 Kilt Walk
Ms Robertson noted that the Glasgow Kilt Walk is due to be held on 28 April 2019. She advised that NHS 24 have a team, if anyone is interested in joining it.

13.3 Cash for Kids Superhero Day
Ms Robertson advised that this is being held at 10 May 2019.

14 Date of Next Meeting

14.1 The Chair confirmed the next NHS 24 Board meeting is on Thursday 20 June 2019, Clyde Contact Centre, Boardroom.

14.2 The meeting was closed.