

**NHS 24
BOARD MEETING**

**3 OCTOBER 2019
FOR APPROVED**

**MINUTES OF THE BOARD MEETING HELD
ON MONDAY 26 AUGUST 2019**

Executive Sponsor:	Chief Executive
Lead Officer/Author:	Executive Assistant
Action Required	The Board is asked to approve the minutes as an accurate record of the discussion at the meeting held on 26 August 2019.

1 WELCOME & APOLOGIES

Members

Ms Madeline Smith	Vice 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 Graham Revie	Non-Executive
Mr Albert Tait	Non-Executive
Dr Juliana Butler	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 Yvonne Kerr	Executive Assistant
Ms Suzy Aspley	Head of Communications
Ms Paula Speirs	Associate Director of Planning and Performance
Mr Damien Snedden	Deputy Director of Finance
Ms Brenda Wilson	Associate Director of Nursing and Care

Apologies

Ms Esther Robertson	Chair of NHS 24
Mr Alan Webb	Non-Executive
Mr Eddie Docherty	Director of Nursing and Care

Observer

Ms Anne Muir	Partnership Forum Member
Ms Jane Turner	Public Partnership Forum Member
Ms Sasha Callaghan	Board Mentoring Scheme

- 1.1 Ms Smith opened the meeting and formally welcomed Ms Sasha Callaghan from the Official Board Shadowing Mentoring Scheme. In addition, she welcomed Ms Turner and Ms Muir as observers.

2 DECLARATION OF INTERESTS

- 2.1 Ms Smith and Mr Togneri's standing declaration as Non-Executive Board members at the Scottish Ambulance Service (SAS) was noted.

Ms Foster's declaration as Chair of the Major Incidents Mass Casualties National Plan for NHS Boards and HSCP 2019 working group was noted.

Ms Wilson's declaration as a member of the Major Incidents Mass Casualties National Plan for NHS Boards and HSCP 2019 working group was noted.

3 MINUTES OF PREVIOUS MEETING

- 3.1 The Board reviewed and approved the minutes of the Board meeting held on 20 June 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 Smith provided an update on Ms Robertson's activities since the Board meeting held on 20 June 2019.
- 24 June 2019 – Ms Smith attended the Board Chairs Group on behalf of Ms Robertson.
 - 24 July 2019 – Meeting with Audit General for Scotland from Audit Scotland and noted it was a positive meeting.
 - 13 August 2019 – Meeting with Chair of Scottish Ambulance Service who visited the Mental Health Hub at NHS 24.
 - 26 August 2019 – Attended the Board Chairs Group meeting.

7 EXECUTIVE REPORT TO THE BOARD

- 7.1 Ms Foster presented the Executive Report to the Board.
- 7.1.1 Ms Foster highlighted the work currently underway for the Advanced Clinical Support – Teleprescribing.
- 7.1.2 Ms Foster also noted the progress with the Service Model Implementation. Ms Phillips advised responses to the recently announced shift rotas so far have been positive and the panel process for responses requiring further discussion is underway.
- 7.1.3 Mr Tait asked for an update on the workload tools. Ms Wilson advised the tools have been developed and the calculator is ready for testing. This will take place following the completion of testing of the changes to the model of care delivery. Further observational work may be required.
- 7.1.4 Mr Glennie asked for an update on the Waiting Times Improvement Plan, in relation to NHS 24 service development. Ms Foster advised the potential commission in this policy area is becoming clearer. Realistically, it will be 2020/21 before any services related to this initiative are implemented.
- 7.1.5 The Board noted the update.

8 QUALITY & SAFETY

8.1 Patient Stories

- 8.1.1 Ms Wilson explained a compliment received in relation to the Breathing Space service.
- 8.1.2 Ms Wilson explained the circumstances of a recent complaint, the learning that has been taken from the incident and noted the patient was satisfied with the response from NHS 24.
- 8.1.3 The Board noted and took assurance from the updates provided.

8.2 Major Incidents Mass Casualties National Plan for NHS Boards and HSCP 2019

- 8.2.1 Mr McMahon presented the report to the Board for noting, advising this has been presented to the Planning and Performance Committee and also the Clinical Governance Committee.
- 8.2.2 Mr McMahon confirmed NHS 24 has a specific role to play in this plan and actions for completion. A series of workshops will be arranged to review the operational process. Training and development for staff through the eLearning portal will be arranged.

A plan relating to impact on NHS 24 will be produced and presented at the next Planning and Performance Committee and also to the Board meeting in November.

8.2.3 The Board noted the plan and welcomed the specific role referenced for NHS 24.

8.3 Service Quality Report

8.3.1 Ms Speirs presented the report to the Board noting changes reflected at the recent Planning and Performance Committee had not yet been incorporated.

8.3.2 Ms Speirs noted that operational focus remains on maintaining and improving performance with calls where care is managed at first point of contact. It is also important to ensure that the service access target performance is managed to ensure the required improvement trajectory is delivered.

8.3.3 Ms Phillips advised the Mental Health Hub has been in place since March with just over 2500 calls taken. We are working in collaboration with Police Scotland and Scottish Ambulance Service. The service impact is positive and is being continually assessed.

8.3.4 Mr Togneri asked if targets are being consistently achieved or overachieved on P1, P2 and P3 calls. Is it possible to redirect resources to deal with inbound calls and therefore improve service access performance? A discussion ensued where Ms Phillips advised that the balance of inbound/outbound calls and related performance is being considered through the service model improvement activity within Better Work Better Care.

8.3.5 In relation to GP Triage, Ms Huckerby advised Lockerbie has recently been implemented and the overall revised population reach for quarter 3 will be 81,000. There are further discovery sessions with NHS Borders arranged over the next few weeks.

8.3.6 Ms McGurk advised that work underway on the Data Analytics Improvement Programme will improve the presentation of the service quality report going forward. Ms McGurk further advised that the focus of the report should be forward looking and contain anticipated performance. Mr Glennie noted there was no change in the paper that was presented at Planning and Performance Committee. It was agreed that a more focused cover paper would be included with papers which had been through committee to advise the Board.

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

8.4 Corporate Risk Register

8.4.1 Mr McMahon presented the Corporate Risk Register, highlighting the key points.

8.4.2 Mr McMahon confirmed current risks have been discussed at the recent Audit and Risk Committee and Planning and Performance Committee. Mr Tait confirmed there was a full discussion around all risks for assurance. It was noted all risks relating to Clinical Governance Committee were also discussed in detail at their recent Committee.

8.4.3 The Board noted the Corporate Risk Register for assurance.

9 GOVERNANCE

9.1 Integrated Governance Group

9.1.1 Ms Speirs presented the update to the Board highlighting key points.

9.1.2 Over the last few months the Integrated Governance Group paper has been through all the Board Committees to ensure all Committees are working in alignment with the Board Planning Cycle and understand and agree the lenses through which they are scrutinising board business.

9.1.3 The Board noted the report for assurance.

9.2 Committee TORs 2019/20

9.2.1 Ms Speirs presented the Committees Terms of Reference to the Board for approval.

9.2.2 Ms Speirs advised final approval is sought to give the Board assurance that all previous comments have been taken on board.

9.2.3 Mr Togneri suggested as Remuneration Committee is a sub committee of Staff Governance Committee that the terms of reference should be added as an appendix. The Board agreed.

Mr Miller

9.2.4 Subject to the agreed amendment above, the Board approved the Terms of Reference for all Committees.

9.3 NHS 24 Procurement Strategy

9.3.1 Mr Snedden presented the NHS 24 Procurement Strategy to the Board for approval.

9.3.2 This was presented at the Planning and Performance Committee and was endorsed for the Board's approval. It was noted the cover paper requires to be updated.

Mr Snedden

9.3.3 The Board approved the NHS 24 Procurement Strategy.

9.4 Assurance Map

9.4.1 Ms Speirs presented the Assurance Map to the Board for assurance.

9.4.2 This was presented to the Audit and Risk Committee for assurance. Following discussion the Board was content this should be incorporated into the Board Planning Cycle process.

9.4.3 The NHS 24 Board noted the report for assurance.

10 STRATEGIC PLANNING AND DEVELOPMENT

10.1 NHS Workforce Plan

10.1.1 Mr Miller presented the plan to the Board noting it has already been presented to Staff Governance Committee and Area Partnership Forum.

10.1.2 Mr Miller advised this is required to be published on the website by 31 August 2019.

10.1.3 The Workforce Planning Group has been re-established to manage actions from the plan and will provide assurance around scrutiny. Mr Miller advised that ongoing work is positive and noted the template has been slightly amended.

10.1.4 The Board approved the plan.

10.2 NHS Workforce Framework

10.2.1 Mr Miller presented the NHS Workforce Framework to the Board for approval.

10.2.2 Mr Miller advised information and comments were received from all Committees. The Workforce Framework sets out what we want to achieve over the next few years and identifies skill gaps that will require focus. Workforce are working closely with Service Development to improve the training for staff.

10.2.3 Mr Miller noted a new electronic recruitment system will go live later this year which will require less manual input.

10.2.4 Mr Miller noted the workforce dashboard will go live on Friday.

10.2.5 The Board approved the framework.

10.3 NHS 24 Strategy Review Approach

10.3.1 Ms Speirs presented the NHS 24 Strategy Review Approach to the Board for assurance, noting it has been to all Committees.

10.3.2 Ms Speirs confirmed this is a review and not a refresh and the intention is to bring forward clear recommendations on any proposed changes for EMT, governance committee and Board consideration.

Ms Speirs noted that support for consultation is being provided through the Communications team. Ms Smith advised it will be important to ensure the review considers both internal and external context.

10.3.3 Ms Speirs confirmed the action from the Planning and Performance Committee will be incorporated.

10.3.4 The Board noted the report for assurance.

10.4 Estates Update

10.4.1 Mr Snedden presented the update report to the Board for assurance.

10.4.2 Mr Snedden advised this is a progress report against the Business Case Framework which was agreed by the Board in June.

10.4.3 Work is ongoing and NHS 24 and Golden Jubilee are working together to agree an acceptable exit timeline. The property search has been completed and shortlisting of properties will begin next week and will inform the business case.

Further updated information will be presented to the Board in October.

10.4.4 Ms McGurk advised she and Mr Miller would be attending a meeting with Police Scotland to explore collaborative working, indicating the potential to consider sharing estates or other facilities.

The Board agreed further discussions are required before responding to the termination notice letter. It was agreed to acknowledge the letter stating we are not able to agree the exit timeline until a satisfactory option has been identified.

10.4.5 Mr Glennie advised that from feedback at Staff Governance Committee he was assured NHS 24 staff are comfortable with the level of engagement and involvement in the process.

10.4.6 The Board noted the update for assurance.

11 PERFORMANCE

11.1 Financial Performance Report

11.1.1 Mr Snedden presented the report to the Board for assurance noting key highlights.

11.1.2 Mr Snedden advised NHS 24 is forecasting a breakeven position although due to ongoing work with Technology Refresh and Estates Business cases and the service delivery and development plans for this year, this position will require careful management.

11.1.3 The Board noted the report for assurance.

11.2 Workforce Performance Report

11.2.1 Mr Miller presented the Workforce Performance Report and highlighted the key points.

11.2.2 Mr Miller advised short-term absence has decreased with additional focus on one to one discussions with managers. Long-term absence has however increased and is currently under review.

11.2.3 Discussion took place on the annual clinical refresher modules. Mr Miller advised work is required in all areas but full completion is expected by year end.

11.2.4 The Board noted the report for approval.

**Ms
McGurk**

**Ms
Foster/Ms
McGurk**

11.3 Procurement Annual Report

- 11.3.1 Mr Snedden presented the report to the Board for assurance.
- 11.3.2 Mr Snedden advised this report has been presented to the Audit and Risk and Planning and Performance Committees with no concerns raised. The Board are content for this to be published on the website.
- 11.3.3 The Board noted the report for assurance.

12 BOARD STANDING COMMITTEES

12.1 Clinical Governance Committee

- 12.1.1 Ms Smith presented the approved minute of 10 May 2019 and highlight report of 19 August 2019.
- 12.1.2 The Board noted the minute and highlight report for assurance.

12.2 Staff Governance Committee

- 12.2.1 Mr Glennie presented the approved minute of 16 May 2019 and highlight report of 12 August 2019.
- 12.2.2 The Board noted the minute and highlight report for assurance.

12.3 Audit and Risk Committee

- 12.3.1 Mr Tait presented the minute of 30 May 2019 and Mr Tait presented the highlight report of 8 August 2019.
- 12.3.2 The Board noted the minute and highlight report for assurance.

12.4 Planning and Performance Committee

- 12.4.1 Mr McCormick presented the minute from 15 May 2019 and highlight report from 15 August 2019.

The Technology Refresh comments/suggestions captured from the Planning and Performance Committee will be circulated to the Board for information.

Ms Kerr

- 12.4.2 The Board noted the minute and highlight report for assurance.

13 Action Log

- 13.1 The Board reviewed the action log and confirmed closure of all actions recommended for closure. In addition, it was agreed that action 676 should be closed.
- 13.2 The Board approved the action log.

14 Any Other Business

14.1 Committee Schedule

Ms Smith requested the schedule of Committee dates should be included with the agenda going forward.

Ms Speirs

Proposed dates for 2020/21 have still to be agreed and should be sent to the Board prior to the next meeting in October for approval.

Ms Speirs

14.2 Board Papers

As committees are more aligned a cover paper for updates was agreed as acceptable.

All

14.3 New Appointment

Ms Smith advised the new Chair for NHS 24 has been appointed. Mr Cheyne will start his appointment in January 2020. Until then Ms Smith will stand in as Chair from October to December.

Ms Smith also advised she will review her role as Chair of the Clinical Governance Committee during this time.

Ms Smith and the Board expressed their thanks to Ms Robertson as Chair of NHS 24.

15 Date of Next Meeting

15.1 The Chair confirmed the next NHS 24 Board meeting is on Thursday 3 October 2019, Clyde Contact Centre, Boardroom.

15.2 The meeting was closed.