

**NHS 24
BOARD MEETING**

**14 FEBRUARY 2018
FOR APPROVAL
ITEM 4**

**MINUTES OF THE BOARD MEETING HELD
ON THURSDAY 13 DECEMBER 2018**

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 13 December 2018.

ACTION

1 WELCOME & APOLOGIES

Members

Ms Esther Roberton	Chair
Ms Angiolina Foster	Chief Executive
Mr Mike McCormick	Non Executive
Mr Martin Togneri	Non Executive
Mr Eddie Docherty	Non Executive
Dr Laura Ryan	Director of Nursing & Care
Mr Graham Revie	Medical Director
Mr Albert Tait	Non Executive
Dr Juliana Butler	Non Executive
Mr Alan Webb	Non Executive
Ms Madeline Smith	Non Executive (Teleconference from item 9.3)
Mr John Glennie	Non Executive

In Attendance

Ms Pauline Simpson	Board Executive Assistant (Minutes)
Ms Steph Phillips	Director of Operations
Ms Margaret Totten	PPF
Ms Jane Turner	PPF
Dr Katherina Tober	Scottish Leadership Clinical Fellow (NHS NSS)
Mr Ian Reid	Executive Lead of Human Resources
Ms Suzy Aspley	Head of Communications
Ms Lynne Huckerby	Director of Service Development
Ms Jenny Long	Scottish Ambulance Service (SAS) (Item 3)
Mr Iain Adams	Deputy Director of Finance
Mr Drew Wemyss	Assistant Director of Governance & Performance

Apologies

Ms Margo McGurk	
Ms Ann Marie Gallacher	Director of Finance & Performance Chief Information Officer

- 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 Ms Long, Mr Adams, Mr Wemyss, Dr Tober, Ms Turner and Ms Totten. Mr Adams and Mr

Wemyss are deputising for Ms McGurk. Dr Tober. Ms Turner and Ms Totten attended the meeting as observers.

- 1.2 Ms Roberton noted that both Ms Totten and Ms Turner are established members of the NHS 24 Public Partnership Forum and their collective interests include Mental Health, services for substance abuse, stakeholder engagement and communication.

2 DECLARATION OF INTERESTS

- 2.1 There were no declarations noted other than the standing declarations.

3 ADVANCED PARAMEDICS IN PRIMARY CARE

- 3.1 Ms Long delivered a very interesting presentation to the Board in relation to Advanced Paramedics in Primary Care.
- 3.2 Ms Foster noted the strong parallels and shared features within NHS 24 service development. She advised that consideration is being given to combining NHS 24/SAS work in the context of Scottish Government primary care reform agenda.
- 3.3 Ms Roberton thanked Ms Long and colleagues for their time and effort in providing the NHS 24 Board with this insightful update.

4 MINUTES OF PREVIOUS MEETING

- 4.1 The Board reviewed and approved the minutes of the Board meeting held on 18 October 2018 and 8 November 2018.

5 MATTERS ARISING

- 5.1 There were no matters arising raised.

6 NOTES OF ANY OTHER BUSINESS

- 6.1 There were no notes of any other business declared.

7 CHAIR'S REPORT

- 7.1 Ms Roberton provided an update on her activities since the Board meeting held on 18 October 2018.

- 1 November 2018, Ms Roberton attended the Scottish Health Awards, at which Ms Foster won the 'Leader of the Year' award.

- 22 November 2018, Ms Robertson attended an event called 'Big Data' run by the Scottish Council for Development and Industry (SCDI).
- The NHS 24 Ministerial Annual Review session was held on 7 December 2018. Ms Robertson extended thanks to all colleagues involved in the planning and those that took part in the three sessions held in the morning. The Minister advised that her overriding sense of the day was of a team of people who are wholly focused on the quality of care NHS 24 delivers. It was noted that the video of a patient story that was played on the day could usefully be viewed at a future NHS 24 Board meeting or development session.
- Ms Robertson attended the Board Chairs Group on 10 December 2018.
- Ms Robertson attended and presented at the Prince's Trust event on 12 December 2018. The Board had a thorough discussion of the 'Get into Healthcare' programme, which is run by the Prince's Trust for 18 to 25 year olds interested in a career in Healthcare. NHS 24 has hosted a cohort of young people who, after working in the organisation for four weeks, will be offered an interview for a Call Handler role. It was agreed to produce a poster for the NHS Scotland event on this topic. It was also agreed to liaise with the Prince's Trust to undertake a tracking exercise with the candidates to understand what career path they choose. The Prince's Trust evaluation will also be circulated to Board members when available.

The Board noted the update.

8 EXECUTIVE REPORT TO THE BOARD

- 8.1 Ms Robertson introduced the report highlighting the awards success for NHS 24. Ms Foster then presented the 'Executive Update to the Board' highlighting the summary of key themes from the staff engagement sessions outlined at point 3.3 and the service transformation test of change around GP Triage at point 5.1.
- 8.2 Mr McCormick asked for clarity on which service development items would go to the Service Transformation Programme Board and which would be considered by the Finance & Performance Committee. Ms Huckerby agreed to have a more detailed discussion with Mr McCormick outwith the meeting. It was noted that although progress has been made in Sprint 1, there are issues still being reported by staff. Ms Phillips advised that more system developments are planned and are due to be delivered after the festive period. **Ms Huckerby**
- 8.3 Feedback was provided on the recent staff engagement events. Ms Butler found it useful to participate in these events and observed that it was helpful to see the visible impact on morale that was made through the successful resolution of issues raised by staff.
- 8.4 Mr Glennie noted that he had attended the Dundee engagement session where staff expressed a keenness to expand the NHS 24 base in that area of

the country. Ms Phillips advised that the possibility of this is being investigated.

8.5 Mr Togneri noted that at the Norseman House engagement event the point was made that staggered start times (a consequence of multiple shift patterns) limit the opportunity to feel part of a team. Ms Phillips advised that work is underway on the shift review and on the new clinical supervision model, both of which will improve this situation.

8.6 Mr Webb advised that he took part in the Aberdeen visit where he noted a strong team spirit. He advised that it was largely practical issues that were raised on this visit.

Ms Robertson thanked the Non-Executives and Executives for their participation in the events.

The Board noted the report for assurance.

9 QUALITY & SAFETY

9.1 Patient Stories

9.1.1 Mr Docherty explained the circumstances of a recent complaint and those of a recent compliment, The Board then discussed the learning points from these cases in detail. The Board noted the reports provided.

9.2 Service Quality Report

9.2.1 Mr Wemyss presented the Service Quality Report, noting that this report had not been seen by the Finance and Performance Committee, due to the cycle of meetings.

9.2.2 It was noted that service access performance was 64.8% in October, an improvement of 4% on the previous month. The main factors influencing performance were newly recruited Call Handlers being transitioned from training into the live service, in addition to technical issues. Further recruitment is underway for additional intakes of Call Handlers and Nurse Practitioners in January, February and March 2019.

9.2.3 Discussion took place around having a glossary attached to papers to help with understanding acronyms. It was agreed that instead of attaching this to all papers, it should be written in full the first time and the acronym used thereafter for all Board and Committee papers.

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

9.3 Quality Framework

9.3.1 Mr Docherty presented the Quality Framework and advised that the Clinical Governance Committee had not yet reviewed this. Ms Smith joined the meeting by teleconference.

**Board
Executive
Assistant**

ACTION

9.3.2 Ms Huckerby reminded the Board that this piece of work was undertaken at their request, in terms of quality improvement and building capacity and capability across business as usual. She advised that the next stage is to produce an action plan and confirmed that it will be presented to the Clinical Governance Committee in January 2019.

Ms Huckerby

9.3.3 Mr Togneri noted some presentational and stylistic issues with the report, including noting that the overarching aim of NHS 24 described in the forward of the document requires amendment. Mr Togneri agreed to forward comments to Mr Docherty. Ms Aspley agreed to be involved from a communications perspective to review the document prior to submission to the Clinical Governance Committee on 14 January 2019, followed by the NHS 24 Board on 14 February 2019. It was noted that as this document is currently in draft, it would not be loaded onto the NHS 24 website until approved at the 14 February 2019 NHS 24 Board meeting.

Mr Togneri/Mr Docherty/Ms Aspley

9.3.4 The Board noted the report for assurance.

9.4 Technology Sprint 1 Impact

9.4.1 Ms Phillips presented the Technology 'Sprint 1' impact report and noted that the service delivery team were reviewing a number of anticipated impact areas in detail, including average call handling time, staff experience and the level of resourcing in the Variation Tracker (VT) team.

9.4.2 The Board noted the report for assurance.

10 STRATEGIC PLANNING & DEVELOPMENT

10.1 Draft National Board Collaborative Discussion Document (v)

10.1.1 Ms Foster provided a verbal update and noted that the draft document has been further updated to align with the recently published Scottish Government Medium Term Health and Social Care Financial Framework. She undertook to circulate the latest version to Board members after the meeting.

Ms Foster

10.1.2 The Board noted the update.

10.2 Brexit

10.2.1 Ms Foster presented the report and noted that the organisation is continually reviewing intelligence and updating planning arrangements in line with this.

10.2.2 In relation to the potential impact on staff, Mr Glennie queried the number of staff potentially affected by lack of settled status. Mr Reid advised this would be fewer than 10.

10.2.3 The Board noted the report for assurance.

10.3 Scotland's Mental Health Strategy 2017-27

- 10.3.1 Ms Phillips presented the briefing paper on Scotland's Mental Health Strategy 2017- 27.
- 10.3.2 Ms Phillips noted that the NHS 24 Mental Health Service Redesign project is developing a Mental Health Hub within Service Delivery. This is planned to go-live in February or March 2019.
- 10.3.3 Mr Tait queried the resourcing arrangements in place to support this. Ms Phillips advised that funding is in place from a number of sources including the National Mental Health Transformation Fund over the next four years.
- 10.3.4 Discussion took place around the mental health support for NHS 24 staff. Mr Reid noted that this was raised at the last Staff Governance Committee meeting and they will discuss and reflect on this further at the January 2019 meeting.
- 10.3.5 It was noted that ongoing updates would be provided to the Finance and Performance Committee, Staff Governance Committee and Clinical Governance Committee meetings.
- 10.3.6 The NHS 24 Board noted the report for assurance.

Ms Phillips

10.4 Scotland's Digital Health and Care Strategy 2018

- 10.4.1 Ms Huckerby presented the briefing paper on Scotland's Digital Care Strategy and advised that NHS 24 was represented in the production of this Strategy. She advised that NHS 24 is ensuring it can support this Strategy through, amongst other things, the new Service Development Directorate, NHS Inform and aligning the SCTT team to digital.
- 10.4.2 Ms Huckerby advised that a NHS 24 Digital Strategy is in development and the intention is that it will be available for consideration by the Board in the final quarter of 2018-19.
- 10.4.3 Ms Smith noted that the points noted in Domain B in the briefing paper referring to Information Governance and Cyber Security are regular agenda items at the Clinical Governance Committee meeting, and will continue to provide assurance to the Board.
- 10.4.4 The NHS 24 Board noted the report for assurance.

Ms Huckerby

10.5 Organisational Assurance Group (OAG)

- 10.5.1 Mr Revie presented the Organisational Assurance Group final report.
- 10.5.2 The Board noted the position reported from the Organisational Assurance Group and the recommendation to close the group. The NHS 24 Board approved the recommendation to formally close the Organisational Assurance Group.

11 PERFORMANCE

11.1 Financial Performance Report

- 11.1.1 Mr Adams presented the report and advised of an underspend of £0.383 million for the period.
- 11.1.2 Mr Adams noted the capital spend of £0.161 million to date. He advised that work is underway to develop a refreshed Estates Strategy as outlined at paragraph 4.3. He noted a likely increase in capital spend requirement in 2019/20.
- 11.1.3 It was noted that NHS 24 are still in discussion with the Scottish Government on the issue of outstanding brokerage.
- 11.1.4 The Board noted the report for assurance.

12 BOARD STANDING COMMITTEES

12.1 Audit & Risk Committee Meeting

- 12.1.1 Mr Tait presented the approved minute from the 20 September 2018 meeting along with the highlight report from the 3 December 2018 meeting.
- 12.1.2 Dr Ryan and Ms Huckerby advised of minor changes to the minute and will advise Mr Adams.
- 12.1.3 Mr Tait noted that the summary of recommendations from the Audit Scotland report is noted at Appendix 1 of the report.
- 12.1.4 The Board noted the Minute of 20 September 2018 and the highlight report from 3 December 2018 for assurance.

Dr Ryan, Ms Huckerby

13 ACTION LOG

- 13.1 The Board reviewed and confirmed removal of actions; 574, 598, 621, 623, 624, 626, 627, 628, 629 and 630.
- 13.2 A new action was agreed for NHS 24 to undertake a self-assessment against the National Blueprint for Good Governance.
- 13.3 The Board approved the action log, noting the above amendments.

Ms McGurk

14 ANY OTHER BUSINESS

- 14.1 11 April 2019 Board Meeting
Ms Robertson noted that this meeting is now scheduled to be held within the Clyde Contact Centre.

15 DATE OF NEXT MEETING:

- 15.1 The Chair confirmed the next NHS 24 Board meeting is on Thursday 14 February 2019, Glasgow City Health and Social Care Partnership, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH
- 15.2 The meeting was closed.

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