

**NHS 24
BOARD MEETING**

**12 DECEMBER 2019
ITEM 3
APPROVED**

**MINUTES OF THE BOARD MEETING HELD
ON MONDAY 3 OCTOBER 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 3 October 2019.

1 WELCOME & APOLOGIES

Members

Ms Madeline Smith	Interim 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
Mr Alan Webb	Non-Executive
Mr Eddie Docherty	Director of Nursing and Care

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 (Item 8.2 & 10.1)
Mr Damien Snedden	Deputy Director of Finance (Item 10.2)
Mr Andy McClintock	External Advisor (Teleconference Item 10.1)
Mr Deryck Mitchelson	External Advisor (Teleconference Item 10.1)

Apologies

No apologies noted.

Observers

Ms Margaret Totten	Public 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 Totten 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 Smith's declaration as a Board member for Construction Scotland Innovation Centre was noted.

3 MINUTES OF PREVIOUS MEETING

- 3.1 The Board reviewed and approved the minutes of the Board meeting held on 26 August 2019.

4 MATTERS ARISING

- 4.1 There were no matters arising raised.

5 NOTES OF ANY OTHER BUSINESS

- 5.1 Ms Smith advised she had a number of items to raise as AOB.

6 CHAIR'S REPORT

- 6.1 Ms Smith provided an update on two activities undertaken by herself and the former Chair.

- 12 September 2019 – Ms Robertson and Ms Smith attended the Board Development Session covering complaints procedure and NHS 24 stakeholder engagement activities to address inequality.
- 2 October 2019 – Ms Smith attended the NHS 24 Spotlight Awards.

7 EXECUTIVE REPORT TO THE BOARD

- 7.1 Ms Foster presented the Executive Report and responded to a number of points from the Board.

- 7.2 Mr Tait queried the attendance of Non-Executives at the Scottish Government 2019/20 Mid-Year Review. Ms Foster confirmed only the Chair and Chief Executive are required to attend.

- 7.3 Ms McGurk advised draft briefing guidance had been received from Scottish Government and work is underway to prepare this.

NHS 24 - GREEN

7.4 Mr McCormick asked for an update on the Shift Review. Ms Phillips confirmed we are in the final stages of the process with a small number of staff returns awaited. Executive Panel meetings are in progress to finalise the shift rota for a small number of staff.

Mr Revie and Mr Miller both confirmed the Shift Review is fully supported by Trade Unions who are committed to taking this change forward in partnership.

7.5 Mr Miller confirmed training is ongoing for Jobtrain and this will roll out later in the month.

7.6 Ms Huckerby confirmed the Primary Care Reform Business Case commissioned by Scottish Government is based on how NHS 24 can support the new GP Contract and how we use our clinical expertise to deliver triage capability at practice level. Ms Smith asked what the timescales are. Ms Huckerby advised timescale is still at the initial planning stage.

7.7 Ms Huckerby confirmed discussions are taking place to carry out a single test of change to support the National Waiting Times Improvement Programme.

7.8 The Board noted the update.

8 QUALITY & SAFETY

8.1 Patient Stories

8.1.1 Mr Docherty explained the circumstances of a recent complaint that has been upheld and the learning that has been taken from the incident.

8.1.2 The complaint was discussed at length and Ms Smith confirmed complaints are discussed in detail at the Clinical Governance Committee and any outcomes would be escalated to the Board if required.

Dr Ryan advised there has been a National Review of Significant Events completed by Scottish Government and all Boards received individual feedback which will be shared with the Board.

Dr Ryan

8.1.3 Mr Docherty explained a recent compliment with positive feedback on the advice given by NHS 24 staff.

8.1.4 The Board noted and took assurance from the updates provided.

8.2 Service Quality Report

8.2.1 Ms McGurk presented the report to the Board and advised that in parallel to this report a broader brief with more detail is being developed to support the Mid-Year Review process.

8.2.2 Ms Speirs advised of changes and additions to the report from the last meeting and welcomed feedback from the Board.

NHS 24 - GREEN

- 8.2.3 Mr Togneri asked with regards to calls transferred from Scottish Ambulance Service (SAS), if feedback is being provided to them on Category C calls. Ms Phillips confirmed a weekly report is provided. Ms Phillips advised of a 5% increase in calls transferred from SAS last week and noted this will be an increasing challenge as we approach winter.
- Ms Phillips confirmed a joint SAS/NHS 24 hub will be trialled this winter to further support the response to these calls.
- 8.2.4 Mr Webb asked whether there was a quantifiable impact from the transition to Better Working Better Care on recruitment and retention of staff. Ms Phillips advised that there has been no direct impact quantified so far. Ms Phillips also advised that the model is in operation on back shift Monday to Friday and cannot be fully implemented until both the additional recruitment and the shift review are complete. We are currently working to a January 2020 timescale.
- 8.2.5 Mr McCormick noted the consistent achievement of the target for calls resolved at first contact and the impact on the service. He asked what the impact on the overall service would be if all calls could be managed in this way. Ms Phillips advised that current staffing levels would inhibit full rollout of this model across the service, however the focus remained on transitioning to the Better Working Better Care supervision model once the new shift rotas were in place after October and ongoing recruitment has increased available workforce.
- 8.2.6 Dr Ryan was able to confirm support from major stakeholders for this approach to management of calls at first point of contact and specifically noted the Royal College Emergency Medicine Scotland and National OOH Operational group Scotland.
- 8.2.7 Mr McCormick enquired if there is a connection between high absence and the shift review. In advising that the shift review is not a direct cause of absence, Ms Phillips recognised that the focus of key resources such as the Resource Planning Team and the Employee Relations Team had temporarily been moved from attendance management to shift review with key staff members responsible for managing absence involved in review panel discussions over the last 6 weeks.
- 8.2.8 Mr Glennie noted the At a Glance graphic on KPIs added to the report was helpful but would appreciate if an additional column could be added to show comparison from the same time last year. Ms Speirs confirmed this would be included in the next report.
- 8.2.9 Ms Smith and the Board agreed that service performance will be discussed in detail at the Board Development Session in November 2019.
- 8.2.10 The Board noted the content of the paper, for assurance.

Ms Speirs

9 GOVERNANCE

9.1 Board Governance Review

- 9.1.1 Ms Foster presented the report to the Board for approval.

9.1.2 The theme of this report is improvement and self-challenge of overall governance performance within NHS 24.

9.1.3 Mr Glennie referred to the sustainable workforce section and questioned whether this should be more explicit in relation to attendance issues. Mr Miller advised the Workforce Performance Report provides full details of this issue and is presented to the Board. The Board agreed the level of detail within this report was acceptable providing more detailed information is fully captured across other reports.

9.1.4 The Board supported Mr Tait's request for a reference to the important work of the Audit and Risk Committee in relation to sponsoring the improvement work on risk management.

**Ms
McGurk**

9.1.5 Subject to the additional narrative above the Board approved the report.

9.2 Register of Interests

9.2.1 Ms McGurk presented the Register to the Board for approval.

9.2.2 The Board approved the Register of Interests.

9.3 Draft Winter Plan

9.3.1 Ms McGurk presented the NHS 24 Draft Winter Plan to the Board for approval.

9.3.2 Ms McGurk advised of the different approach to the Winter Plan content this year which includes the planned support across all NHS 24 and the impact that will have across health and social care over winter.

9.3.3 Dr Ryan reminded the Board of the Scottish Government 5 key priorities for winter and described the NHS 24 focus on the 3 key priorities aligned with the services we provide.

9.3.4 The target for uptake in Flu Vaccinations is 60% and it was suggested this target be contained within the plan. The Board noted the importance of ensuring our clinical and non-clinical workforce is resilient enough to deliver our services consistently over winter.

**Ms
McGurk**

9.3.5 Mr McCormick referred to the expansion of the SMS function and asked if this is in use. Ms Phillips confirmed that it is, although she agreed that could be clearer in the plan. Narrative to be added to cover this point.

**Ms
McGurk**

9.3.6 Mr Webb queried at 4.1 of the plan if more engagement with the voluntary sector and community organisations can be explored. The Board discussed some important examples of ongoing work in this area and agreed and this should be fully developed in future.

**Ms
McGurk**

9.3.7 Ms McGurk advised the draft plan has been submitted to Scottish Government, with responses expected by week beginning 7 October 2019. Scottish Government have also recently confirmed the commencement of a weekly call to discuss winter performance and also EU Exit Preparedness.

9.3.8 Subject to amendments the Board approved the plan.

9.4 EU Exit Preparedness

9.4.1 Ms McGurk presented the report to the Board for assurance.

9.4.2 Ms McGurk advised there has been no significant change since the last report. Scottish Government have still to provide full clarity on the proposed helpline requirements.

9.4.3 The NHS 24 Board noted the report for assurance.

10 STRATEGIC PLANNING AND DEVELOPMENT

10.1 NHS 24 Technology & Digital Enabled Transformation Programme Business Case Approach

10.1.1 Ms Foster presented the report to the Board for approval to take a phased approach to this work.

10.1.2 Ms Foster referenced the key decision points and the work completed to date by internal, external colleagues and suppliers.

10.1.3 Ms Smith advised the report is high level and reflects earlier discussions by the Board in reserved session to cover commercially sensitive elements.

10.1.4 Mr McClintock confirmed that the phased approach will allow NHS 24 take the opportunity to evaluate the broader choices available for the medium to longer term.

Dr Ryan and Mr Docherty confirmed they were content from a clinical perspective with the phased approach and the recent clarification on options.

10.1.5 Mr Glennie questioned the duration of the phase 1 compliance period referred to in the report and asked for clarification of commencement. Mr McClintock confirmed this begins once the support is put in place noting NHS 24 would be required to start work on the next phase at the same time.

10.1.6 The Board approved the phased approach for progression to Business Case stages and thanked Mr McClintock and Mr Mitchelson for their helpful input to the Board discussions. .

10.2 Estates Strategy

10.2.1 Ms McGurk presented the Estates Strategy to the Board.

Ms McGurk advised the purpose of the paper was to advise the Board on progress and to highlight key developments.

10.2.2

10.2.3 Ms McGurk advised that a two stage approach is proposed. Phase 1 will address the short term plans required and Phase 2 will address medium to long term plans.

10.2.4 Mr Snedden has been involved in positive and constructive discussions with Golden Jubilee to ascertain the potential to extend the timeline for the move from Clydebank. A letter confirming additional scope around the exit timeline is expected to be received soon in this regard.

10.2.5 It was agreed communications to staff to remain consistent and continuous throughout this process.

10.2.6 Mr Glennie asked if a one contact centre option within the west is being explored within the business case. Mr Snedden confirmed that one option does focus on this although a number of other options are being explored.

11 The Board approved the phased approach to this work and were content with the progress report.

PERFORMANCE

11.1 Financial Performance Report

11.1.1 Ms McGurk presented the report to the Board for assurance noting key highlights.

11.1.2 Ms McGurk advised the SPRA mid-year review position is in development. Ms McGurk noted that an underspend position was likely to emerge which would require to be fully discussed and understood in terms of the level of variation from the AOP assumptions.

11.1.3 Further detail will be available at the November development meeting and will be submitted to the December Board for approval.

11.1.4 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 updated the Board on current attendance levels and advised of ongoing improvement work. It was noted that attendance should be managed appropriately and the policy applied. The attendance management policy is the same across all Boards within the NHS in Scotland.

11.2.3 Mr Miller noted the commitment from Executive Directors to improve the level of Turas returns on objectives, PDPs and appraisals information.

11.2.4 Mr Webb asked as we move into phase 2 of the Leadership Programme if there is evaluation available from phase 1 as formal evaluation on the application of learning is important. Mr Miller will engage with Mr Webb on this going forward.

**Ms
McGurk**

11.2.5 Ms Smith confirmed that attendance management is an area of focus for Scottish Government and Boards.

11.2.6 The Board noted the report for assurance.

12 Action Log

12.1 The Board reviewed the action log and confirmed closure of all actions recommended for closure.

12.2 The Board approved the action log.

13 Any Other Business

13.1 Fatal Accident Inquiry

Mr Docherty confirmed that NHS 24 will be involved in a FAI in the coming months. The initial hearing will take place between November 2019 and February 2020. Any outcomes from this will be brought back to the Board.

13.2 Committee Dates

Proposed dates have been issued to Chairs and are now available on Admincontrol. Board Dates are confirmed and a full set of confirmed dates for Committees will be issued by the end of this week.

Ms Speirs

13.3 Next Meeting

The next development session in November will be held at The Gyle in Edinburgh. It was noted there is an issue with parking with no available spaces for booking at this time.

13.4 Board Governance Officer

The Board would like to thank Ms Simpson for her contributions to the Board and wish her every success in her new role.

13.5 Clinical Governance Committee

Ms Smith will step down as Chair temporarily of the Clinical Governance Committee and Mr Tait has agreed to take this over for the November 2019 meeting.

13.6 Risk Register

Mr Glennie suggested that the Board risk register should be included at all public meetings. This was discussed and agreed to change from quarterly to every Board meeting.

**Ms
McGurk**

13.7 Congratulations

The Board extended congratulations to the Communications Team for winning the Best Internal Communications and Best Use of Digital Award.

The Board extend good luck wishes to all those taking part in Byte Night on Friday 4 October 2019.

14 Date of Next Meeting

14.1 The Chair confirmed the next NHS 24 Board meeting is on Thursday 12 December 2019, Clyde Contact Centre, Boardroom.

14.2 The meeting was closed.