

**NHS 24
BOARD MEETING**

**25 FEBRUARY 2020
ITEM 3
FOR APPROVAL**

**MINUTES OF THE BOARD MEETING HELD
ON THURSDAY 10 DECEMBER 2020**

Executive Sponsor:	Chief Executive
Lead Officer/Author:	Board Governance Officer
Action Required	The Board is asked to approve the minutes as an accurate record of the discussion at the meeting held on 10 December 2020.

1 Welcome & Apologies

Members

Dr Martin Cheyne	Board Chair
Ms Angiolina Foster	Chief Executive
Ms Madeline Smith	Vice Chair
Mr Martin Togneri	Non-Executive
Mr Albert Tait	Non-Executive
Mr Mike McCormick	Non-Executive
Mr Alan Webb	Non-Executive
Mr John Glennie	Non-Executive
Ms Liz Mallinson	Non-Executive
Ms Anne Gibson	Non-Executive
Mr Kenny Woods	Non-Executive
Dr Laura Ryan	Medical Director
Mr John Gebbie	Interim Director of Finance

In Attendance

Ms Steph Phillips	Director of Service Delivery
Ms Ann Marie Gallacher	Chief Information Officer
Ms Linda Davidson	Interim Director of Workforce
Ms Paula Speirs	Interim Director of Service Development
Ms Suzy Aspley	Head of Communications
Ms Yvonne Kerr	Board Governance Officer
Dr Dawn Orr	Nurse Consultant for Telehealth & Telecare

Apologies

Ms Maria Docherty	Director of Nursing and Care
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NHS 24 - GREEN

- 1.1 The Chair opened the meeting, welcoming all members and in particular, Ms Linda Davidson to her first meeting as Interim Director of Workforce and Ms Paula Speirs in her new capacity as Interim Director of Service Development.
- 1.2 The Chair confirmed the use of the Consent Agenda was discussed at the recent Integrated Governance Committee and it was concluded that as Boards are already operating productively, that there was little value in applying this optional approach. Following discussion, the Board agreed not to progress with continuing use of the Consent Agenda,
- 1.3 The Chair noted a Reserved session of the Board was held immediately before the meeting, to consider areas of commercial sensitivity.

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. Mr Glennie's declaration as a Non-Executive Board Member at Healthcare Improvement Scotland is noted as a standing declaration. Ms Smith also declared her role as Head of Strategy, Innovation School at The Glasgow School of Art and a Member of the Board at Digital Health and Care Institute.

3 MINUTES OF PREVIOUS MEETING

- 3.1 The Board reviewed and approved the minutes of the Board meeting held on 8 October 2020.

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.

6 CHAIR'S REPORT

- 6.1 The Chair provided an update on his activities since October 2020.
 - 6.1.1 **October:** Introductory meeting with new Employee Director; Filming for Chief Executive Recruitment process; NHS Board Chairs Development Session; Annual Review Meeting with Scottish Government (Chief Executive and Minister for Mental Health); NHS Board Chairs Private meeting; Weekly catch-ups with Chief Executive and meetings with Non-Executive Directors.
 - 6.1.2 **November:** Chief Executive Appraisal meeting; Governance Committee meetings; National Evaluation Committee meeting; Chief Executive Recruitment Shortlisting meeting; Introductory meeting with Interim Director of Workforce;

Improving Diversity on Health Boards Focus Group; Remuneration Committee meeting; NHS Board Chairs Private meeting; Weekly catch-ups with Chief Executive and Meeting with Non-Executive Directors.

- 6.1.3 **1 – 3 December:** National Performance Committee; Meeting with the Minister for Public Health, Sport and Wellbeing and Integrated Governance Committee.

7. EXECUTIVE REPORT TO THE BOARD

- 7.1 The Chief Executive introduced the report to the Board.

In advance of presenting the report, the Chief Executive also updated the Board on the recent Scottish Health Awards. The Chief Executive advised that NHS 24 were shortlisted in the Care for Mental Health and Young Achiever categories at the Scottish Health Awards.

Care for Mental Health Award

- 7.1.1 NHS 24 won this category and were presented virtually with their award by the Minister for Mental Health. Ms Phillips congratulated the team on the achievement to date.

Young Achiever Award

Ms Sophie Ross was runner up for this category. Ms Ross was part of the Princes Trust programme and was able, with this support, to move forward and is now a call handler with NHS 24.

The Board extended their congratulations to both Ms Ross and the Mental Health Hub Team.

Flu Vaccination Campaign

- 7.1.2 The Chief Executive advised the uptake for the Flu Vaccine within the workforce is currently at 65%, noting good progress. Staff will continue to be encouraged to take up the vaccine.

Weight Management App

- 7.1.3 Mr Togneri asked for clarification if NHS 24 was being asked to develop the App. The Chief Executive confirmed this, noting it is part of the digital expansion work currently being undertaken in collaboration with Public Health Scotland. Ms Speirs confirmed NHS 24 currently have the capacity to support this.

- 7.1.4 The Board noted the report for assurance.

8 QUALITY & SAFETY

8.1 Patient Stories

- 8.1.1 Dr Orr provided an update on a recent complaint and highlighted the associated learning.

- 8.1.2 The Board acknowledged the willingness of staff to undertake further learning when required.

8.1.3 Dr Orr provided the details of a recent compliment which was received from Police Scotland on the service provided by the Mental Health Hub.

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

8.2 Service Quality Report

8.2.1 Ms Speirs introduced the report to the Board and noted this Report was discussed, in detail, at the recent Planning and Performance Committee.

8.2.2 The proposed refresh of the report followed discussion at the Executive Management Team (EMT) meeting and Planning and Performance Committee in November, where a number of interim changes were suggested to enhance the current reporting.

8.2.3 Ms Smith offered that this could be a topic for a future Board Workshop, reflecting the impact on the performance framework of the continuing growth in NHS 24 services and will be added to the workplan.

Ms Kerr

8.2.4 The Board noted the report for assurance.

9 GOVERNANCE

9.1 Corporate Risk Register

9.1.1 Dr Ryan presented the Risk Register, noting key highlights.

9.1.2 Dr Ryan advised the risk score for RPND/036117 has reduced to 16 from 20. No risks have been closed since the last meeting and no new risks have been added.

9.1.3 Ms Smith specifically requested if a cumulative risk for the organisation could be captured and also the mitigation for this. The Chair noted it could be difficult for any organisation to quantify such a risk other than include on the agenda for discussion. Dr Ryan noted this would require some agreement on the narrative for a cumulative risk

9.1.4 It was highlighted that Internal Audit completed a Review of Risk Management and were assured of processes currently in place. It was acknowledged there is some remaining resource within the Internal Audit function and it was suggested that remaining resource for Internal Audit could work with the Board on the development of a cumulative risk.

9.1.5 Dr Ryan agreed to suggest some narrative for this in the first instance.

Dr Ryan

9.2 EU Exit Preparedness

9.2.1 Dr Ryan presented the report to the Board.

9.2.2 As EU Exit negotiations continue, NHS Boards must be prepared for scenarios including a possible no deal. This is considered to be a relatively low risk for

NHS 24 as a National Board and will have a greater impact on Territorial Boards as the focus remains on supply chain management risks.

The Committee noted the update for assurance.

9.2.3

Redesign of Urgent Care

9.3

Ms Phillips introduced the update to the Board noting key highlights.

9.3.1

9.3.2

Following the successful pathfinder with NHS Ayrshire and Arran, the Cabinet Secretary for Health & Sport confirmed the decision for national implementation on 1 December 2020.

9.3.3

Critically, at this stage, this has been a “soft launch” with a national press release and local social media only promotion. A communications and media plan has been developed and the expectation is that a more widespread media campaign will be run early in 2021. This will allow time for the system to bed in new processes and ensure the rapid learning from the pathfinder can be replicated through the busy festive period.

9.3.4

The Board would like to express their gratitude to all directly and indirectly involved in this key programme in order for it to be a success.

9.3.5

The Board noted the report for assurance.

9.4

Model Standing Orders Update

9.4.1

Ms Speirs presented the update to the Board.

9.4.2

Following the agreed action at the April 2020 Board, a rapid review of the NHS 24 Standing Orders was undertaken, with a view to ensuring that, in these extenuating circumstances, we remained in compliance with our own Standing Orders and considered if any amendments were required due to COVID 19.

9.4.3

In April, the Board approved a number of temporary suspensions. The Board are asked to approve the return to the original Standing Orders and remove the temporary suspensions with one exception.

9.4.5

It is recommended that Standing Order 4.2.2, Board papers delivered or posted to members 5 days before the meeting as a temporary amendment in June 2020, is now permanently amended, reflecting the different ways of working and ability to access documents digitally.

9.4.6

The Board approved the permanent amendment, noting that all other temporary suspensions have now ceased.

9.5

Integrated Governance Committee Terms of Reference

9.5.1

The Chair presented the Terms of Reference to the Board.

9.5.2

The Chair advised this update was approved at the Integrated Governance Committee held on 3 December 2020. The Board is now asked to approve the update.

The Board approved the updated Terms of Reference.

9.5.3

Whistleblowing: Position Update

9.6

Ms Mallinson presented the Position Update to the Board.

9.6.1

Ms Mallinson advised a request has been received from Scottish Government for Whistleblowing Champions to provide an update prior to the Whistleblowing Standards for Scotland going live in April 2021. The update is to provide information on engagement so far as a Whistleblowing Champion and an overview of mechanisms in place at NHS 24.

9.6.2

9.6.3

Ms Mallinson advised the draft response will be shared with colleagues in advance of submission to Scottish Government. Ms Davidson noted the standards will not just apply to NHS 24 but will also include our third party suppliers who will need to sign up.

9.6.4

Ms Smith extended an invitation to Ms Mallinson to attend the Clinical Governance Committee prior to the Standards being implemented and this invitation was accepted.

9.6.5

The Board noted the update for assurance.

STRATEGIC PLANNING & DEVELOPMENT

10

10.1 2019/20 Annual Review Feedback

10.1.1 The Chief Executive presented the letter to the Board, noting that it had been seen by the Governance Committees in November.

10.1.2 The Chief Executive advised the Board that the 2019/20 Annual Review with the Minister was very positive, with a particular focus on our role in responding to COVID 19 response.

10.1.3 The Chair extended the Board's compliments to the Chief Executive and staff on NHS 24 feedback, noting this reflects the very high level of achievement for NHS 24 in uncertain times.

10.1.4 The Board noted the letter for assurance.

10.2 NHS 24 Remobilisation Plan Feedback

10.2.1 Ms Speirs presented the feedback received from our Sponsor Team.

10.2.2 A formal response has been received for the Remobilisation Plan which was submitted in May 2020, confirming acceptance of our Remobilisation Plan to 31 March 2021.

Ms Kerr

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10.2.3 Scottish Government has advised that the Remobilisation Plan will act as our Annual Operating Plan until March 2021 and will therefore be used as the basis to monitor progress and performance.

10.2.4 NHS 24 continues to progress the actions of the Remobilisation Plan 2020/21, which was discussed in detail at the recent Planning & Performance Committee. Work will be commencing shortly to develop the updated Plan for 2021/22 once guidance has been received from Scottish Government.

10.2.5 The Board were content and noted the feedback received for assurance.

10.3 Change Portfolio Update

10.3.1 Ms Speirs presented the update to the Board, noting it had been discussed at Governance Committees in November.

10.3.2 The priorities within the Change Portfolio are reviewed regularly to ensure there is appropriate focus and allocation of resource on key organisational and wider NHS priorities.

10.3.3 A number of workstreams have been paused for a few weeks to ease pressure on Service Delivery. We are continuing to review if some projects in their entirety may have to be temporarily paused or delivery timescales extended.

10.3.4 The Board noted the update for assurance.

10.4 SPRA Mid-Year Review Update

10.1 Mr Gebbie presented the update to the Board.

10.2 Mr Gebbie confirmed there are sufficient processes in place for forecasting in-year spend, taking into account strategic priorities for the 2021/22 finance plan. Directorate year-end forecasts based on six month results, show a potential underspend of £0.8m.

10.3 Some areas of potential investment have been identified and are currently being reviewed. The impact of COVID-19 on public finances is recognised, therefore only spend that has a longer term impact on the organisation is being considered. These relate to invest-to-save items such as reviewing automation, staff development and enhancement of IT testing. These costs will be met within directorate budgets, reducing the forecast underspend to £0.5m.

10.4 The Board noted the update for assurance.

11 PERFORMANCE

11.1 Financial Performance Report

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

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- 11.1.2 Mr Gebbie confirmed the year to date position at the end of October 2020 is an overspend of £3.3m against the allocation letter. However, when the anticipated allocations are received, NHS 24 will be reporting a breakeven position.
- 11.1.3 Confirmation of the NHS 24 allocation against the 20/21 Remobilisation Plan has now been received from SG, with 100% of funds received for Quarter 1 and 70% of the forecast for the rest of the financial year. A review in December will confirm the final amount for 2020/21.
- 11.1.4 The Board noted the report for assurance.

11.2 Quarterly Workforce Performance Report

- 11.2.1 Ms Davidson presented the report to the Board, noting key highlights.
- 11.2.2 It was highlighted that sickness absence decreased in September. Ms Davidson advised this has continued throughout October and November. This does not include absence related to COVID-19, as this is reported separately.
- 11.2.3 With 65% of staff having now received the Flu vaccine, clinics will continue into January 2021. Staff are being urged to take up the flu vaccine now, in anticipation of the COVID vaccine being made available for NHS 24, although the expected date for this is not yet known.
- 11.2.4 The national Everyone Matters Pulse Survey was completed by staff in September. Whole Board and Directorate reports have now been received and will be discussed at the Board Workshop in January 2021.
- 11.2.5 Ms Smith noted the Clinical modules should feed into the Clinical Governance Committee if they are essential. Mr Webb requested an update on Mandatory training and also on the remaining grievances from the shift review. Ms Davidson advised there are still a few grievances to review, noting a plan is in place to complete this process.
- 11.2.6 The Board noted the report for assurance.

**Ms
Davidson**

12 BOARD STANDING COMMITTEES

12.1 Clinical Governance Committee

- 12.1.1 Ms Smith presented the highlight report from 5 November 2020, the approved minute from 16 August 2020 and the approved minute of the Extraordinary meeting from 19 October 2020.
- 12.1.2 The Board noted the reports for assurance.

12.2 Staff Governance Committee

- 12.2.1 Mr Glennie presented the highlight report from 17 November 2020 and the approved minutes from 25 August 2020.
- 12.2.2 The Board noted the reports for assurance.

12.3 Audit and Risk Committee

12.3.1 Mr Tait presented the highlight report from 19 November 2020 and the approved minutes from 13 August 2020.

12.3.2 The Board noted the reports for assurance.

12.4 Planning and Performance Committee

12.4.1 Mr McCormick presented the highlight report from 24 November 2020 and the approved minute from 20 August 2020.

12.4.2 The Board noted the reports for assurance.

12.5 Integrated Governance Committee

12.5.1 The Chair presented the highlight report from 3 December 2020 and the approved minute from 29 June 2020.

12.5.2 The Board noted the reports for assurance.

13 ACTION LOG

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

The Board approved the action log.

14 ANY OTHER BUSINESS

14.1 There was no other business noted.

15 DATE OF NEXT MEETING

15.1 The Chair confirmed that the next NHS 24 Board meeting is on Thursday, 25 February 2021, Teams/Cardonald TBC.

15.2 The meeting was closed.