

**NHS 24
BOARD MEETING**

**22 APRIL 2021
ITEM 3
FOR APPROVAL**

**MINUTES OF THE BOARD MEETING HELD
ON THURSDAY 25 FEBRUARY 2021**

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 25 February 2021.

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
Mr Kenny Woods	Non-Executive
Ms Maria Docherty	Director of Nursing and Care
Dr Laura Ryan	Medical Director
Mr John Gebbie	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	Chief Communications Officer
Ms Yvonne Kerr	Board Governance Officer
Mr Kevin McMahon	Head of Risk & Resilience (Items 9.1 & 9.2)
Mr Paul McLaughlin	Performance Manager (Item 8.3)
Mr Jim Miller	Chief Executive Designate (Observer)

Apologies

Ms Anne Gibson	Non-Executive
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NHS 24 - GREEN

- 1.1 The Chair opened the meeting, welcoming all members and in particular Mr Jim Miller, Chief Executive Designate as an observer. The Chair on behalf of the Board expressed their congratulations to Mr Gebbie on his appointment as Director of Finance from 8 February 2021.
- 1.2 The Chair also expressed the Board's thanks and gratitude to the Chief Executive noting her final Board meeting will be in March. The Chief Executive joined NHS 24 in March 2016 and over the last five years has led NHS 24 and the wider system through a period of rapid change. The Chief Executive has significantly transformed relationships with stakeholders and has made an immense and valuable contribution to NHS 24 during her tenure.
- 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 also 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 the 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 10 December 2020, subject to the addition of Ms Smith's declaration as a Board Member at the Digital Health and Care Institute. **Ms Kerr**

4 MATTERS ARISING

- 4.1 There were no matters arising raised.

5 NOTES OF ANY OTHER BUSINESS

- 5.1 The Chair advised Ms Mallinson would provide a verbal update on Whistleblowing under AOB.

6 CHAIR'S REPORT

- 6.1 The Chair provided an update on his activities since December 2020.
 - 6.1.1 **December 2020:** NHS 24/SG Strategic Discussion meeting, Chief Executive Interviews, Remuneration Committee and NPMC Meeting
 - 6.1.2 **January 2021:** NEC Meeting, Whistleblowing Champion & Chair on-boarding Event, BCG Private Meeting and Meeting with Cabinet Secretary, Joint

NHS 24 - GREEN

Ministerial Session with NHS Chairs and Chief Execs and Various meetings with SAS/NHS Lanarkshire and SG to discuss Non-Executive Recruitment.

- 6.1.3 **February 2021:** Fortnightly catch ups with Jim Miller, Catch up calls with Non-Execs, Meeting with First Minister for Chairs and Chief Execs, Fortnightly calls with Minister for Public Health, Sport and Wellbeing, February Governance Committees, BCG Private meeting and Meeting with Cabinet Secretary, NEC and Weekly catch ups with Chief Executive

7. EXECUTIVE REPORT TO THE BOARD

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

COVID-19 Vaccination Programme 2020/21

- 7.1.1 Ms Docherty confirmed NHS 24 will receive the first batch of the vaccine on 3 March 2021. This will be on a weekly basis depending on supply. An electronic system is ready that will link with the National System. Staff communications will be prepared and issued in time for vaccinations to begin. In response to a question from the Chair, it was confirmed vaccinations will take place at NHS 24 main centres.

Lateral Flow Device Testing

- 7.1.2 This is now available at NHS 24 for staff who are attending work at the centres. This is voluntary and staff can register online to arrange to pick up their tests. It was noted that this adds another layer of protection against COVID.

Health and Wellbeing

- 7.1.3 The Health and Wellbeing Strategy is currently being developed and should be finalised by the end of March 2021. In response to a question from Ms Smith, Ms Davidson confirmed that responses and comments from staff surveys have helped to inform the Strategy. This will be presented at the next Board meeting. **Ms Kerr**

- 7.1.4 The Board noted the report for assurance.

8 QUALITY & SAFETY

8.1 Patient Stories

- 8.1.1 Ms Docherty 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 Ms Docherty provided the details of a recent compliment which focused on a patient journey through the Redesign of Urgent Care pathway.
- 8.1.4 The Board noted and took assurance from the updates provided.

8.2 Redesign of Urgent Care

- 8.2.1 Ms Phillips presented the progress report to the Board for assurance.
- 8.2.2 The full roll out of the national urgent care pathway was successfully completed on 1 December 2020, following a pathfinder with NHS Ayrshire and Arran throughout November. Whilst there is variation in local configuration of systems and Flow Navigation Centres, the broad experience of the Ayrshire and Arran pathfinder has been replicated as all Boards have come on line, with the essential components of the model and the pathway in place.
- 8.2.3 There has been a 25% increase in call demand, mainly in hours, although it is noted that the full roll out of media and advertising is still to take place. There is a potential risk of patients bypassing their GP and accessing the 111 service directly. This is being addressed in the next phase of Redesign of Urgent Care, noting GP's should be the first point of contact for patients in the in hours period.
- 8.2.4 The Board noted the report for assurance.

8.3 Corporate Performance Report

Mr McLaughlin joined the meeting for this agenda item.

- 8.3.1 Ms Speirs introduced the report to the Board and noted this revised Report was discussed, in detail, at the recent Planning and Performance Committee.
- 8.3.2 The proposed refresh of the report has also undergone discussion by the Executive Management Team (EMT), noting the change of name from Service Quality Report to Corporate Performance Report to reflect that the scope of the report goes beyond service quality.
- 8.3.3 Discussions are ongoing with Scottish Government in developing the future set of performance measures.
- 8.3.4 Mr McLaughlin highlighted to the Board that work is underway to develop a performance measure to report on the complete patient journey which is currently reported in separate components.
- 8.3.5 The Chair reminded the Board that Corporate Performance is on the agenda for a future Board workshop.
- 8.3.6 The Board noted the report for assurance.

9 GOVERNANCE

9.1 Corporate Risk Register

Mr McMahan joined for this agenda item.

- 9.1.1 Dr Ryan presented the Risk Register, noting key highlights.
- 9.1.2 Dr Ryan noted the overall risk profile has increased due to COVID and winter pressures. The Risk Register is reviewed daily by the Incident Management Team and also reviewed by the EMT Risks and Opportunities Group.

9.1.3 Mr McMahon highlighted the conversation at recent Governance Committees on the overlapping of a few risks around staffing. It was confirmed these are reviewed regularly and will be updated when required.

9.1.4 It was agreed that the cumulative risk for the organisation would fall under the Strategic Risk Register which will be discussed at the next Board Workshop.

9.1.5 The Board were content with all mitigations in place to address the corporate risks.

9.1.6 The Board noted the Risk Register for assurance.

9.2 Strategic Risk Register

Mr McMahon remained for this agenda item.

9.2.1 Dr Ryan presented the Strategic Risk Register to the Board.

9.2.2 Following discussion, it was agreed that a new risk relating to the capacity to deliver multiple new initiatives will be added to the register and will be discussed at the next Board workshop. Mr McMahon confirmed this links directly with the Risk Appetite and the Risk Strategy.

9.2.3 A number of changes to the cover paper were suggested during discussion by the Board.

9.2.4 The Committee noted the Strategic Risk Register for assurance.

**Mr
McMahon**

10 STRATEGIC PLANNING & DEVELOPMENT

10.1 Change Portfolio Update

10.3.1 Ms Speirs presented the update to the Board.

10.3.2 It was highlighted that 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 The work being undertaken across the Change Portfolio has been reviewed and prioritised. Due to external commitments, interdependencies and enabling projects, very few workstreams have been able to be paused.

10.3.4 Mr Togneri queried the attendance management alignment to a new programme. Ms Speirs confirmed the focus is to consider attendance management within a broader approach to include staff wellbeing. Ms Davidson confirmed the Attendance Management Group will continue and will report into the Wellbeing Group.

10.3.5 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.

11.1.2 Mr Gebbie confirmed the year to date position as at the end of January 2021 is an apparent overspend of £1.6m against the allocation letter. However, when the anticipated allocations are finally received, NHS 24 will be reporting a breakeven position.

11.1.3 Further to discussions with Scottish Government, Mr Gebbie confirmed that NHS 24 will repay the outstanding brokerage in this financial year. This will conclude NHS 24 responsibility for brokerage as it will be paid in full, ahead of schedule.

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 confirmed that COVID Vaccination information will be contained within the report going forward.

11.2.3 It was noted that the absence figures within the report do not include absence related to COVID as this is reported separately. It was confirmed that Attendance Management work continues to be a priority.

11.2.4 It is anticipated that the report will be updated to differentiate the figures for turnover in permanent and fixed term posts. The Board welcomed the graphics presented in the report, however it was suggested the commentary relating to specific graphs should be together.

11.2.5 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 4 February 2021 and the approved minutes from 5 November 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 2 February 2021 and the approved minutes from 17 November 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 16 February 2021 and the approved minutes from 19 November 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 11 February 2021 and the approved minutes from 24 November 2020.

12.4.2 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 Whistleblowing Update

Ms Mallinson provided a verbal update to the Board.

The National Whistleblowing Standards will be implemented on 1 April 2021 and are part of the "Once for Scotland" approach. It was noted that NHS 24 have been working towards this date and will be ready for implementation.

The key focus nationally is staff training, with modules available in TURAS. There are two separate modules, one for staff and one for managers which is more detailed, reflecting their specific responsibilities to respond.

The letter received from Scottish Government highlights that contracted services of any Health Board must also comply with the standards.

The Board noted the update for assurance.

14.2 Focused Governance Approach

The Chair highlighted that the focused Governance approach, especially in relation to Governance Committees was temporary and time restricted. NHS 24 will be using this approach in the May Committee cycle and it was agreed all Committees will extend their meetings to 90 minutes to allow adequate time for discussion. The Board agreed that although we are taking this more focused approach, the Committees are still fully implementing their governance responsibilities. It was agreed that questions in advance of the meeting are not a substitute for discussion at the meeting. The more focused approach will be reviewed after the May Committee cycle.

14.3 Estates Business Case

Mr Gebbie noted this Business Case will be presented at the Reserved Board meeting in March.

15 DATE OF NEXT MEETING

15.1 The Chair confirmed that the next NHS 24 Board meeting is on Thursday, 22 April 2021, Teams/Cardonald TBC.

15.2 The meeting was closed.