

**NHS 24
BOARD MEETING**

**17 JUNE 2021
ITEM 3
FOR APPROVAL**

**MINUTES OF THE BOARD MEETING HELD
ON THURSDAY 22 APRIL 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 22 April 2021.

1 Welcome & Apologies

Members

Dr Martin Cheyne	Board Chair
Mr Jim Miller	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
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)
Mr Davie Morrison	Performance Manager (Item 8.3)

Apologies

No apologies noted.

Observers

Mr Jock Encombe	Board Mentoring Programme
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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 to his first official Board Meeting. The Chair formally welcomed Mr Jock Encombe who is participating in the Board Mentoring Programme.
- 1.2 The Chair noted that a Reserved session of the Board was held immediately before the meeting, to consider areas of commercial sensitivity.
- 1.3 The Chief Executive introduced himself formally to the Board and expressed his thanks for the warm welcome received from all staff.

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 also declared her position 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. Mr Glennie's declaration as a Non-Executive Board Member at Healthcare Improvement Scotland was also noted as a standing declaration.

3 MINUTES OF PREVIOUS MEETING

- 3.1 The Board reviewed and approved the minutes of the Board meeting held on 25 February 2021.

4 MATTERS ARISING

- 4.1 There were no matters arising raised.

5 NOTES OF ANY OTHER BUSINESS

- 5.1 There was no note of any other business.

6 CHAIR'S REPORT

- 6.1 The Chair provided an update on his activities since December 2020.

6.1.1 March 2021

- National Evaluation Committee meeting
- Weekly catchups with Chief Executive
- Fortnightly catchups with Chief Exec Designate
- Engagement meetings with SG/NHS Lanarkshire and SAS regarding the Non-Executive Director (NXD) recruitment
- Filming with Communications Directorate for NXD advert
- Calls with interested parties for NXD Role
- West of Scotland Chairs Group
- Board Chairs Group Private Meeting

- Joint Ministerial Session with Chairs and Chief Executives.
- NXD Annual Appraisals

April 2021

- Digital Skills Information Session with SG/NHS Lanarkshire and SAS regarding the NXD recruitment and interested potential candidates.
- Weekly catchups with Chief Executive

7. EXECUTIVE REPORT TO THE BOARD

7.1 The Chief Executive introduced the report to the Board.

7.1.1 Lateral Flow Device (LFD) Testing

The Chief Executive advised Scottish Government have requested further promotion of the testing within NHS 24 for eligible employees. The Chair confirmed all Board Chairs will be involved in this process for assurance purposes.

7.1.2 Estates Programme

It was confirmed the Estates Programme has moved forward since the last Board meeting with a number of tactical decisions required, which will be progressed through the Change Portfolio Board. It was confirmed the current working from home guidance will be reviewed when lockdown restrictions are lifted.

Health and Wellbeing

7.1.3

In response to a question, Ms Davidson confirmed the draft Health and Wellbeing Strategy will be presented to the EMT, Governance Committees and then the Board. Ms Davidson agreed to share the draft Strategy with Board Members.

**Ms
Davidson**

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 two recent compliments. One was received for the Mental Health Hub and the other for the 111 Service. Feedback has been given to the members of staff directly.

8.1.2 The Chair expressed the Board's thanks to individuals for allowing their story to be shared at the meeting.

8.1.3 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 Ms Phillips confirmed that further recruitment is underway, following confirmation of 2021/22 funding, with an overall increase of 222 FTE call handlers and 45 FTE clinicians to support this work. It was noted that this additional demand was not in isolation of the overall demand across the 111 service and the need therefore to ensure capacity for the full 111 operation. Funding has been confirmed based on 75% demand assumption.
- 8.2.3 Work has now concluded of the national short-life working group who were looking at the inclusion of children under 12 within the pathway. It was noted that this additional activity will have no significant impact on call demand as they are already routed through the 111 Service. It will, however, provide a further option that may reduce attendance at Emergency Departments. The Chief Executive noted this was due to go live in May however has been delayed to ensure readiness across the system.
- 8.2.4 It was also highlighted that the decision had been taken to delay any further national communications and marketing, reflecting both the workforce challenges for NHS 24 but also increasing capacity within respective Board Flow Navigation Centres. It was confirmed Ms Aspley is involved in the National Communications rollout working group.
- 8.2.5 Ms Smith asked for clarity on Phase 2 work streams. Ms Phillips noted Phase 2 is a mixture of systems and pathways. Variation of these largely depends on the integration of Primary Care and local/national dimensions ensuring sustainability in services to ensure patient safety. It was noted Phase 1 was designed in response to COVID and Phase 2 is the longer term strategic redesign.
- 8.2.6 The Board noted the report for assurance.

8.3 Corporate Performance Report

- 8.3.1 Ms Speirs introduced the report to the Board highlighting key points.
- 8.3.2 In addition to the 111 Service it was noted digital activity continues to be a popular service, noting 6 million hits on the NHS inform site which is an increase of 32%. There has been a consistent increase to Breathing Space web chats services over the last 5 months.
- 8.3.3 Mr McCormick asked for clarity on the waiting queues. Ms Phillips confirmed there are two waiting queues. First one is access to the service and the second refers to time spent as the Call Handler accesses supervision and the caller will be on hold for this.
- 8.3.4 It was noted Staff Attendance remains a concern. Mr Glennie confirmed this will be discussed in detail at the Staff Governance Committee with the Chair of Audit and Risk Committee in attendance.
- 8.3.5 The Board noted the report for assurance.

9 GOVERNANCE

9.1 Corporate Risk Register

Mr McMahon joined for this agenda item.

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

9.1.2 Dr Ryan noted that since the last meeting in February 2021 the risk profile has remained consistent with risks relating to the workforce, technology and COVID response continuing to challenge NHS 24's delivery of the Remobilisation Plan.

9.1.3 The Risk Register is reviewed daily by the Incident Management Team and also reviewed by the EMT Risks and Opportunities Group. It was noted also that, in the absence of review by Board Committees, it was reviewed by the Chairs of Audit and Risk Committee and the Planning and Performance Committee on 13 April 2021.

9.1.4 Mr Togneri is seeking assurance that a robust central Risk Management Process is in place. Mr McMahon confirmed there have been several positive risk audits completed over the last few years, however noting there is always room for improvement.

9.1.5 The target timelines were discussed and it was suggested these be changed to include specific end dates on mitigating actions and not the overall risks. Dr Ryan welcomed views from the Board, noting these will be reviewed and a response provided.

Dr Ryan

9.1.6 Dr Ryan confirmed this will be discussed further at the scheduled May workshop.

9.1.7 Mr Tait noted that there may be an opportunity within the Internal Audit workplan to consider a further review of risk, if further audits are desired.

9.1.8 The Board noted the Risk Register for assurance.

9.2 Equality Mainstreaming Report

Mr David Morrison joined the meeting for this agenda item.

9.2.1 Ms Speirs presented the report to the Board, supported by Mr Morrison.

9.2.2 Ms Speirs noted the report is presented to the Board every 2 years for approval. It was highlighted that some of the workforce data within the report has been updated since papers were published and this will be amended after the meeting.

Mr Morrison

9.2.3 Mr Morrison confirmed the report aims to identify areas of success and also identify areas of improvement.

9.2.4 Mr McCormick asked for assurance on the numbers mentioned at 3.26 and 3.27 of the report. In response, Mr Morrison confirmed data not held is data that has not been provided or recorded. Before the pandemic, work was ongoing with managers and coaches to encourage conversations with staff to provide this data, which can be updated electronically.

NHS 24 - GREEN

9.2.5 The biggest challenge is access routes for services for people who identify as disabled, this will be a continued focus for NHS 24.

9.2.6 The report was approved by the Board.

9.3 Whistleblowing Standards Update

9.3.1 Ms Davidson presented the update to the Board noting key highlights.

9.3.2 Ms Davidson confirmed the detailed report was presented at the last Board meeting. Since then further discussions have taken place and it has been agreed the day to day management will now be with the Patient Experience Team, where the responsibility previously lay with Human Resources. The Board agreed this approach.

9.3.3 Boards are required to have a reporting tool before implementation for assurance of recording information. NHS 24 are currently reviewing a National Services Scotland solution to record our data.

9.3.4 Ms Davidson confirmed both clinical and non-clinical data will be recorded on the same database however will have different processes.

9.3.5 Training is available for all Board members on the TURAS site and it was requested that all members complete the training prior to the May workshop.

All

9.3.6 The Chair noted the Independent National Whistleblowing Officer will be attending the Board Workshop in May and requested any suggestions for areas of focus to be sent to Ms Kerr.

All

9.3.7 The Board noted the update for assurance.

9.4 Appointment of NHS 24 Vice Chair and Committee Chairs

9.4.1 The Chair presented the report to the Board for approval.

9.4.2 With a number of long standing Non-Executive Board members coming to the end of their second period of appointment, the Chair requires to appoint a new Vice Chair and Committee Chairs.

9.4.3 In line with NHS 24 Standing Orders, the Chair nominates a Vice-Chair candidate from the current cohort of non-executives, for approval by the Cabinet Secretary. Following completion of non-executive appraisals and engagement with the non-executives, the Board was asked to approve Mike McCormick as NHS 24 Vice Chair. The Chair highlighted that following approval by the Board this proposal will be submitted to the Cabinet Secretary for approval. The Board also approved the proposals for new Chairs for the Governance Committees.

9.4.4 The proposed appointment of Vice Chair was approved by the Board.

9.5 Gifts and Hospitality Register

9.5.1 Ms Speirs presented the Register to the Board for assurance.

9.5.2 This is an annual review. It was highlighted that the first item relates to a prize for the Digital Team and due to late reporting it was not included at the Audit and Risk Committee held in February.

9.5.3 It was confirmed the virtual Rugby tickets from BT were for 10 spaces. Although this was presented to Mr Gebbie it was noted these were distributed to staff through a competition on Team Talk and winners were picked at random. Mr Tait added that the offer of tickets was only made after the signing of a contract.

9.5.4 It was agreed the information in the Register would be updated to reflect the conversation.

9.5.5 The Committee noted the Gift and Hospitality Register for assurance.

9.6 **Register of Interests**

9.6.1 Ms Speirs presented the Register to the Board for assurance.

9.6.2 The paper provides the Board with an overview of the interests registered by Board Members, Executive Directors and Senior Managers.

9.6.3 The Chair reminded the Board to ensure any changes to the register are recorded in a timely manner.

9.6.4 The Board noted the Register of Interests for assurance.

10 **STRATEGIC PLANNING & DEVELOPMENT**

10.1 **Change Portfolio Update**

10.1.1 Ms Speirs presented the update to the Board.

10.1.2 Following approval by EMT, a new Productivity Improvement Programme (PIP) is under development. The first phase brings together a number of existing, independent strands of work into one single, integrated programme. This will ensure that resources are used most effectively, the appropriate level of importance is attached to the delivery of these improvements and the benefits may be able to be realised sooner.

10.1.3 The priorities within the Change Portfolio are kept under review to ensure that there is appropriate focus and allocation of resource on key organisational and wider NHS Scotland priorities.

10.1.4 The Chief Executive confirmed the PIP will report into the Change Portfolio Board. It is anticipated the PIP is short term and will transform to a Continuous Improvement Plan at a later date.

10.1.5 The Board noted the update for assurance.

Ms Kerr

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 This paper informs the Board of the financial performance for the period April 2020 to February 2021. Against the February allocation letter, NHS 24 is reporting a year to date overspend of £2.0m. However, the ledger currently anticipates allocations that have been received in recent years and are fully expected this year. Spend incurred against these at the end of month 11, totals £1.3m. This is deemed low risk as they mainly relate to Mental Health which SG colleagues have verbally confirmed will be received.

11.1.3 In addition, funding for £0.76m of COVID Recognition Payments is expected to be received in March. COVID-19 related expenditure of £8.7m has been incurred year to date and funding has been received, net of any internal offsets NHS 24 contribute towards this.

11.1.4 NHS 24 is currently reporting a slight underspend of £8k. The full year forecast is assuming a breakeven position. This assumes that SGHSCD will fund all outstanding anticipated allocations.

11.1.5 Mr Gebbie confirmed additional funding for Connect will be available for areas that can be accelerated.

11.1.6 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 The format has been updated since the last meeting to reflect comments received.

11.2.3 MS Davidson confirmed the recruitment turnaround for call handler training and induction is approximately 4 weeks.

11.2.4 Attendance Management remains an area for focus and will be discussed in detail at the Staff Governance Committee. Clinical modules were discussed and noted further work is required to provide assurance that staff are completing in a timely manner. Staff have built in CPD time within their current rotas and this has been protected throughout the pandemic. It was discussed that a review would be carried out to ensure it is utilised correctly.

11.2.5 Ms Davidson confirmed the full iMatter survey will be available for staff this year and will rolled out towards the end of the year.

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.

The Board approved the action log.

13 ANY OTHER BUSINESS

There was no other business noted.

14 DATE OF NEXT MEETING

The Chair confirmed that the next NHS 24 Board meeting is on Thursday, 17 June 2021, Teams/Cardonald TBC.

The meeting was closed.