

NHS 24

**Minutes of the Meeting of the
NHS 24 Board
held on Thursday 20 October at 10am
Boardroom, Lumina Building**

PRESENT

Dr Martin Cheyne (in the Chair)

Mr Mike McCormick (Vice Chair)	Ms Carol Gillie
Mr Jim Miller	Ms Maria Docherty
Ms Anne Gibson	Mr John Gebbie
Ms Liz Mallinson	Mr Martin Togneri
Dr Laura Ryan	Mr Kenneth Woods
Mr David Howe	

IN ATTENDANCE

Ms Anne Marie Gallacher	..	Chief Information Officer
Ms Jacqui Hepburn	..	Director of Workforce
Ms Stephanie Phillips	..	Director of Transformation, Strategy, Planning and Performance
Ms Lisa Dransfield	..	Deputy Head of Communications
Ms Janice Houston	..	Interim Director of Service Delivery
Mrs Chantal Robinson	..	Executive PA to the Director of Workforce (Minute)

APOLOGIES

Mr Alan Webb	Ms Marieke Dwarshuis
Ms Suzy Aspley	

		ACTION BY
01.	WELCOME, APOLOGIES AND INTRODUCTIONS	
	<p>The Chair welcomed members present to the 20 October 2022 meeting of the Board. Noting apologies as above.</p> <p>Dr Cheyne thanked the Board and EMT for attending in person, highlighting the advantages this provided in terms of wider discussions taking place to progress NHS 24, ensuring good governance continued.</p> <p>NOTED</p>	
02.	DECLARATIONS OF INTEREST	
	<p>The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made.</p> <p>NOTED</p>	

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		ACTION BY
03.	MINUTES OF PREVIOUS MEETING OF 18 AUGUST 2022	
	<p>The Board considered the minute of the previous meeting held on Thursday 18 August 2022 [Paper No. Item 03] and were content to approve this as a complete and accurate record, noting the following actions:</p> <ul style="list-style-type: none"> • Action: Whistleblowing Group Terms of Reference to be added to the Clinical Governance Committee agenda. • Action: Add apostrophe to Chair's Report and Chief Executive's Report <p>APPROVED</p>	<p>MD GM</p>
04.	MATTERS ARISING	
	<p>There were no matters arising from the previous meeting.</p> <p>NOTED</p>	
05.	NOTES ON ANY OTHER BUSINESS	
	<p>Members had been invited to raise any other matters not otherwise included on the agenda by the Board Secretary, prior to the meeting. There were no matters raised.</p> <p>NOTED</p>	
06.	CHAIR'S REPORT	
	<p>The Chair provided an overview of activities since the last meeting.</p> <p>Dr Cheyne advised he had recently attended the National Chairs and West of Scotland Chairs meetings. He confirmed that NHS 24 had played a significant role within regional planning.</p> <p>Dr Cheyne highlighted his attendance at the NHS 24 Spotlight Awards and encouraged non-Executives to attend the event planned for the East and North in Dundee.</p> <p>Dr Cheyne expressed his thanks to Ms Ainsley McClune and the Communications team for organising such a positive event in the West. Dr Cheyne thanked all the team that made the event go so well.</p> <p>The Board were content to note the Chairs Report, and the activities undertaken since the last meeting.</p> <p>NOTED</p>	
07.	CHIEF EXECUTIVE'S REPORT	
	<p>The Chief Executive provided an overview of the report since the last meeting.</p> <p>Mr Jim Miller, Chief Executive presented the paper 'Executive Report to the Board' [Paper No. Item 07]. Mr Miller noted the new approach to Leadership Walk Rounds, which incorporates patient safety and staff engagement. Mr Miller encouraged all Board members to take part in these, with an aim to meet with staff members. He also encouraged Board members to visit a range of centres to ensure the Board members and EMT are visible across the organisation. Ms Docherty confirmed that arrangements for these visits would be coordinated centrally via the Board Secretary.</p>	

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	<p>Mr Miller advised that the EMT would be taking part in a development session in Caledonian House, Dundee on 12 December 2022. He confirmed that himself and the Chair would be meeting with the MSP and MP for Clydebank at Aurora House on 4 November 2022.</p> <p>Mr Miller provided an overview of the key topics within the report including the excellent progress being made with the Management Essentials Programme, over a period of 18 months, approximately 300 managers would complete the relevant courses. Mr Miller noted the technology incident had been resolved successfully, the Board extended thanks to Ms Gallacher and her team for a quick resolution. Mr Miller also advised of an App that would be launched in November to provide self-help guides. It was agreed that a demonstration of the App would be available at an upcoming Board workshop.</p> <p>Action: Add demonstration of the App to the Workshop agenda.</p> <p>The Board discussed staff wellbeing during this difficult financial period. Ms Hepburn advised that supporting information had been provided within Team Talk and financial and mental health advice had been promoted heavily to staff. It was agreed that the information would be sent out again to advise staff of the resources available.</p> <p>Action: Supporting information to be shared in Team Talk again to remind staff.</p> <p>Mr Woods advised that a representative from Credit Union had offered to come in and speak to staff.</p> <p>Action: Arrange for the Credit Union representative to visit NHS 24.</p> <p>A discussion took place in relation to potential industrial action, Ms Hepburn advised that an Industrial Action Group had been established. A broader conversation would take place at the November Staff Governance Committee.</p> <p>Action: Add Industrial Action to Staff Governance Agenda.</p> <p>Dr Cheyne thanked Mr Miller for the update and the Board were content to note the report.</p> <p>NOTED</p>	<p style="text-align: center;">GM</p> <p style="text-align: center;">GM/SA/ JH</p> <p style="text-align: center;">KW/GM</p> <p style="text-align: center;">CR</p>
8.1	PATIENT STORIES	
	<p>Ms Maria Docherty, Director of Nursing and Care, provided members with an overview of a recent tragic incident in which a 57-year-old man had sadly passed away after contact with another Board and NHS 24. Ms Docherty described the actions taken following this incident including working with other Boards to ensure lessons were learnt to prevent a similar incident happening again.</p> <p>The Chair, on behalf of the Board thanked the family for sharing this story with the Board, as well as thanking the members of staff that had supported the family throughout the process.</p> <p>Ms Docherty provided positive feedback received from the Engagement Manager who visited St Andrews University as part of fresher's week. She had highlighted that the Medical Students had expressed how valuable the information contained within NHS Inform had been for them personally and in their studies.</p> <p>Dr Cheyne thanked Ms Docherty for the update and the Board were content to note this.</p> <p>NOTED</p>	
8.2	CORPORATE RISK REGISTER	

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	<p>The Board considered the paper ‘Corporate Risk Register Update’ [Paper No. 8.2] presented by Mr John Gebbie. Mr Gebbie provided an overview of the corporate risks scoring 10 or more.</p> <p>Mr Gebbie advised the overall risk profile had reduced:</p> <ul style="list-style-type: none"> • 14 risks scoring 10 and above are presented • 8 risks have been closed • 4 risks have reduced • 1 risk has increased <p>The Chair thanked Mr Gebbie for the report and invited comments and questions from members.</p> <p>Discussion took place regarding RPND/028648, in relation to the installation of a new Respond system. Mr Gebbie advised that the transfer of the existing Respond 3 to the new Data Centre had been completed. Mr Gebbie also highlighted the testing phase had commenced on Respond 8 which would be fully supported.</p> <p>Mr Gebbie confirmed that all risks had been fully discussed with the Risk Lead and discussed at EMT to ensure that due process and governance had taken place.</p> <p>Dr Cheyne thanked Mr Gebbie for the report and invited comments and questions from members.</p> <p>Action: The Board requested Mr Miller and Mr Gebbie reflect on the risk closures and add to Audit & Risk agenda to provide assurance.</p> <p>The Board were content to note the risks presented and were assured by the risk management process.</p> <p>NOTED</p>	JM/JG
8.3	STRATEGIC RISK REGISTER	
	<p>The Board considered the paper ‘Strategic Risk Register’ [Paper No. 8.3] presented by Mr John Gebbie. Mr Gebbie provided an overview of the current strategic risk profile and the process regarding management of strategic risks. Mr Gebbie advised continual scrutiny would take place in relation to the NHS 24 Strategic Vision and Policy as it developed.</p> <p>Dr Cheyne thanked Mr Gebbie for the report and invited comments and questions from members.</p> <p>The Board were content to note the risks presented and were assured by the risk management process.</p> <p>NOTED</p>	
8.4	RISK MANAGEMENT STRATEGY	
	<p>The Board considered the paper ‘Risk Management Strategy’ [Paper No. 8.4] presented by Mr John Gebbie. Mr Gebbie advised the Risk Management Strategy had been presented to the Audit & Risk Committee and their suggested changes had been implemented within the final strategy.</p> <p>Dr Cheyne thanked Mr Gebbie for the report and invited comments and questions from members.</p>	

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	<p>The Board were content to approve the Risk Management Strategy and thanked Mr Gebbie and his team for their continued efforts.</p> <p><u>APPROVED</u></p>	
8.5	RISK APPETITE STATEMENT	
	<p>The Board considered the paper 'Risk Appetite Statement' [Paper No. 8.5] presented by Mr John Gebbie. Mr Gebbie highlighted the Risk Appetite Statement had been presented to the Audit & Risk Committee and the EMT Opportunities Group. The Board noted the discussions had taken into consideration the development of the annual delivery plan, the strategic intent work, workforce strategy and NHS 24's finance plan. Mr Gebbie advised the Risk Appetite Statement would continue to be revisited via NHS 24's Audit and Risk Committee.</p> <p>Dr Cheyne thanked Mr Gebbie for the statement and invited comments and questions from members.</p> <p>The Board noted the development of NHS 24's risk appetite and the growth in confidence during the previous two years. The appetite of the organisation had developed as it matured and through competent delivery of our plans within the wider system.</p> <p>The Board were content to approve the Risk Appetite Statement and thanked Mr Gebbie.</p> <p><u>APPROVED</u></p>	
8.6	PPF ANNUAL REPORT	
	<p>The Board considered the paper 'PPF Annual Report' [Paper No. 8.6] presented by Ms Stephanie Phillips. Ms Phillips highlighted the PPF members remained engaged and continued to support NHS 24 during the last year despite the pandemic. The PPF had been actively involved in the development of the Strategy and a follow up session would be scheduled to ensure they continued to participate in its development.</p> <p>Dr Cheyne thanked Ms Phillips for the update and invited comments and questions from members.</p> <p>The Board noted new members had joined the PPF Group, which in turn had brought fresh ideas, skills, and diversity to the group.</p> <p>Action: It was agreed to look at other opportunities of engagement to link members with the Board and EMT.</p> <p>The Board were content to note the annual report presented.</p> <p><u>NOTED</u></p>	SP
9.1.	STRATEGIC DEVELOPMENT UPDATE	
	<p>The Board considered the paper 'Strategic Development Update' [Paper No. 9.1] presented by Ms Stephanie Phillips, Director of Transformation, Strategy, Planning and Performance. Ms Phillips highlighted the work underway to provide the next iteration of the Strategy. A 'partial launch' and communications campaign had been planned to initiate stakeholder engagement through the webpage, Team Talk and social media channels. This would be supported by an animation that would provide information on NHS 24 services. The Board noted it would be helpful for the animation to be available in different languages. It had been designed to provide stakeholders with an appropriate level of detail about core services to enable them to respond effectively to the consultation.</p>	

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	<p>Ms Phillips advised a Strategic Planning Group had been established to provide both oversight and subject matter expertise to lead, review and contribute to the delivery of the strategy.</p> <p>Action – Animation link to be sent to Board members.</p> <p>Dr Cheyne thanked Ms Phillips for the update and invited comments and questions from members.</p> <p>The Board were content to note the update provided and the progress made towards the development of the NHS 24 Strategy.</p> <p>NOTED</p>	SP
9.2	CHANGE PORTFOLIO UPDATE	
	<p>The Board considered the paper ‘Change Portfolio’ [Paper No. 9.2] presented by Ms Stephanie Phillips, Director of Transformation, Strategy, Planning and Performance. Ms Phillips advised there would no longer be a Change Portfolio Board and that future updates would be included within the Executive Report to the Board.</p> <p>Dr Cheyne thanked Ms Phillips for the update.</p> <p>The Board were content to note the update provided.</p> <p>NOTED</p>	
9.3	WORKFORCE STRATEGY	
	<p>The Board considered the paper ‘Workforce Strategy’ [Paper No. 9.3] presented by Ms Jacqui Hepburn, Director of Workforce and Ms Helen Meldrum, Head of Organisational Development, Leadership & Learning. Ms Hepburn presented the Workforce Strategy advising that NHS 24 had a responsibility to publish a 3-year Strategy 2022-2025. The Strategy had been presented for final approval to the Board prior to being published on 31 October 2022.</p> <p>Ms Meldrum advised an ambitious Workforce Strategy & Plan had been developed for 2022-25 through understanding the challenges which lay ahead for NHS 24. Ms Meldrum highlighted the delivery of NHS 24’s plan through the five identified strategic priorities which would help the organisation have ‘the right people, technology, infrastructure and working environment to support staff to deliver excellence’.</p> <ul style="list-style-type: none"> • Sustainable Workforce • Inclusive Culture • Enhanced Learning & Development • Effective Leadership & Management • Collaboration & Engagement <p>Ms Meldrum highlighted this had been a wholly collaborative piece of work across the Workforce Directorate in close conjunction with NHS 24 staff, PPF, Youth Forum and externally with partners. Feedback had also been received from Scottish Government, who provided a written response to the documents, which had now been included in the strategy.</p> <p>Ms Hepburn highlighted that the Workforce Strategy and Plan would support further transformational change in the workforce over the next 3 years. Mr Cheyne welcomed the inclusion of activities to support organisational development which had previously been a gap. Ms Hepburn noted that this work will be supported by the Culture & People Manager and Wellbeing & People Managers in the coming months in delivering the plans.</p>	

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	<p>Ms Hepburn also advised that there would be an annual refresh of the strategy.</p> <p>Dr Cheyne thanked Ms Hepburn and Ms Meldrum for presenting the Strategy and invited comments and questions from members.</p> <p>The Board were content to approve the Workforce Strategy and thanked all those that had been involved in the development of the Workforce Strategy and Plan.</p> <p><u>APPROVED</u></p>	
10.1	CORPORATE PERFORMANCE REPORT	
	<p>The Board considered the paper ‘Corporate Performance Report 30 September 2022’ [Paper No.10.1] presented by Ms Stephanie Phillips, Director of Transformation, Strategy, Planning and Performance.</p> <p>The paper provided an overview of key points in relation to:</p> <ul style="list-style-type: none"> • National public holiday for Her Majesty’s funeral, local public holidays and busier weekends had led to a 6% increase in demand (156,000 calls). • Access to mental health services continued to improve both Breathing Space and 111 mental health hubs despite continued high levels of demand • Early indications of an increase in seasonal illness such as flu both through 111 calls and information accessed through NHS inform, specifically in respect of vaccinations. • Noted the improvements to staff attendance and that COVID special leave was no longer applicable from September. <p>Dr Cheyne thanked Ms Phillips for the report and invited comments and questions from members.</p> <p>Discussion took place in relation to NHS 24 preparedness for the winter. Mr Miller advised lessons had been learnt from previous winters and that the resilience groups have been stood up to ensure the organisation is as prepared as it can be. He also highlighted an increase in the recruitment of Call Handlers to ensure the appropriate capacity to answer all calls.</p> <p>Mr Miller acknowledged that the report remained in the development phase as the Performance Framework had not been formally signed off by the Cabinet Secretary and would be highlighted at the upcoming Mid-Year Review.</p> <p>The Board were content to note the Corporate Performance Report for September 2022 and were assured by the information provided in respect of the quality and performance of services provided.</p> <p><u>NOTED</u></p>	
10.2	FINANCIAL PERFORMANCE REPORT	
	<p>The Board considered the paper ‘Financial Performance Report to 31 August 2022’ [Paper No. 10.2] presented by Mr John Gebbie, Director of Finance. The paper provided an overview of NHS 24 financial performance for the period to 31 August 2022.</p> <p>Mr Gebbie advised the savings plans were progressing well and recurring plans had been identified against the full target. Despite a challenging financial backdrop, Mr Gebbie fully anticipated NHS 24 would break-even this year however, this would be subject to funding assumptions in relation the NHS 24’s Mental Health Hub and the implications in relation to the Agenda for Change pay award being fully funded by Scottish Government.</p>	

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	<p>The Chair thanked Mr Gebbie for the report and invited comments and questions from members.</p> <p>Discussion took place on the current non pay overspend with assurance given on work that had taken place on current pressures.</p> <p>The Board were content to note the report and the NHS 24 financial performance to 31 August 2022.</p> <p>NOTED</p>	
11.1	NHS 24 BOARD ACTION LOG	
	<p>The Board considered the paper 'Rolling Actions Log' [Paper No. 11.1] and were content to approve the recommendation that three actions were closed.</p> <p>APPROVED</p>	
11.2	AOB	
	<p>Winter Power Cuts The Board considered the impact of the proposed Power Cuts during the winter months and agreed that appropriate measures had been put in place.</p> <p>SAS & NHS 24 Board Meeting Dr Cheyne advised of the upcoming Scottish Ambulance Service and NHS 24 joint Board and EMT meeting, being held at the Golden Jubilee Hotel on 15 November and encouraged all to attend.</p> <p>Action: Dr Cheyne asked that the recently published SAS Strategy be sent to all Non-Executive Directors.</p>	GM
	DATE OF NEXT SCHEDULED MEETING	
	Thursday 8 December 2022, 10am	
	The meeting concluded at 12:36	