

NHS 24 BOARD

Minute of the Public Meeting held Thursday 16 December 2021 at 9.45am via Microsoft Teams

PRESENT: Mr Mike McCormick (Vice Chair); Mr Jim Miller (Chief Executive); Ms Anne Gibson (Non-Executive); Mr John Glennie OBE (Non-Executive); Ms Liz Mallinson (Non-Executive); Mr Martin Togneri (Non-Executive); Mr Alan Webb (Non-Executive); Ms Carol Gillie (Non-Executive); Ms Marieke Dwarshuis (Non-Executive); Mr David Howe (Non-Executive); Mr Kenneth Woods (Employee Director); Ms Maria Docherty (Director of Nursing & Care); Mr John Gebbie (Director of Finance); Dr Laura Ryan (Medical Director)

APOLOGIES: Dr Martin Cheyne (Chair)

IN ATTENDANCE: Ms Suzy Aspley (Chief Communications Officer); Ms Jacqui Hepburn (Director of Workforce); Ms Anne Marie Gallacher (Chief Information Officer); Ms Stephanie Phillips (Director of Service Delivery); Ms Paula Speirs (Director of Strategy, Planning & Performance); Mario Medina (clerk); Kevin McMahon for item 7.2; Paul McLaughlin for item 9.1

OBSERVING: No observers in attendance

1. Welcome, Apologies & Introductions

Mr Mike McCormick (Vice Chair) chaired the meeting and **noted** apologies from Dr Martin Cheyne. The Chair welcomed all Board members to the meeting.

2. Declaration of Interest

Mr Togneri's standing declarations as Non-Executive Board member of the Scottish Ambulance Service (SAS) was **noted**. Mr Glennie's declaration as a Non-Executive Board member at Healthcare Improvement Scotland was also **noted** as a standing declaration.

3. Minute of the meeting held 21 October 2021

The minute of the meeting held 21 October 2021 was **approved** as an accurate record

4. Matters Arising

Members **agreed** that there were no other substantive matters arising from the minute.

5. Notes on any Other Business

Members **agreed** that there were no notes on any other matters of substantive business to consider at this time.

6. Executive Report to Board

The Chief Executive introduced the report and invited Board Members to feed back any comments.

The Chief Executive highlighted the good planning and communication that supported staff to overcome potential short-term logistical challenges presented by COP 26. The Chief Executive also noted his appreciation for the work undertaken by colleagues to ensure there were no disruptions to the service resulting from COP 26.

The Chief Executive highlighted the significant amount of progress made around a range of workforce areas. The Board were advised that this work will help NHS 24 to have a more sustainable, informed and capable workforce moving forward. The Chief Executive expressed his thanks to Ms Hepburn for the progress made in these areas since her arrival at NHS 24.

The Board were informed that a balance between core services, developmental services, and any emerging commissions or service requests, will continue, as NHS 24's position in relation to the response to the pandemic continues.

Thereafter, the Executive Report was **noted** for **assurance**.

7. Quality & Safety

7.1 Patient Stories

Ms Docherty provided the Board with an overview of the circumstances relating to a recent learning note from an adverse event and highlighted key learnings which had been identified as a result.

Ms Docherty highlighted that the staff involved in the adverse incident followed the correct process but explained that there was a delay when seeking to contact the Scottish Ambulance Service (SAS). There has been significant learning from this event and Ms Docherty expressed her thanks to Tony Miller, Clinical Services Manager, for swiftly putting changes in place to help ensure this type of delay does not happen again. The Board were informed that future 999 calls from NHS 24 to SAS will be prioritised.

Ms Docherty informed the Board that the duty of candour procedure was implemented and that the patient's family were interested and appreciative of the improvements being made as a result of this incident.

Ms Docherty also highlighted a recent compliment from a woman calling on behalf of her husband. The woman complimented the call handlers and nurses for being informative, calm and efficient, particularly when they were under pressure.

On behalf of the wider Board, the Chair expressed his thanks and gratitude to both patients for their willingness to share their respective stories.

The Board **noted** the Patient Stories for **assurance**.

7.2 Corporate Risk Register

Dr Ryan provided the Board with an update on the Risk Register noting key highlights.

Dr Ryan informed the Board that although the overall risk profile for NHS 24 has reduced slightly, it remains a dynamic and closely monitored situation as we head into the winter/festive period. Dr Ryan also advised the Board that there is a focus on risks relating to the ICT, Workforce and the Estates programme.

Dr Ryan advised that risk 037063, relating to NHS 24 sustaining an effective response to significant additional pressure/demand on services due to current system and resourcing

capacity limitations, would be monitored closely as we respond to the omicron COVID-19 variant. The Board asked if the Corporate Risk log could be updated to reflect the additional actions planned to mitigate risk 037063, which may be heightened by the omicron variant. **Action: L Ryan**

The Chair expressed thanks on behalf of the Board to staff for their continuing efforts to meet service demands and congratulated them on facing up to what is a difficult situation.

The Board discussed the risks relating to funding, in particular in relation to receiving appropriate funding to support the continuing response to COVID-19. Mr Gebbie updated the Board on mitigating actions taken to support savings. The Board endorsed the Executive Management Team's decision to re-examine proposed investment in new initiatives, in order to seek to achieve the savings required, to help avoid the unachieved recurring saving requirement impacting on next year's budget.

In response to a question, Ms Gallacher provided an update on the rollout of Office 365.

The Board **noted** the Corporate Risk Register for **assurance**.

8. Strategic Planning & Development

8.1 Strategic Planning Update (including Clinical Strategy)

Ms Speirs spoke to the paper, and advised the Board of the revised timeline for development of the NHS 24 organisational strategy, with an anticipated launch by September 2022. Ms Speirs noted that significant work has been undertaken for the 'Gathering Views' phase and planning for the next phase is underway. The next phase will conclude the visioning work and confirm the high level priority areas within the strategy. Following a query, it was agreed that the 'Gathering Views' information would be shared with new non-executives. **Action: P Speirs**

Ms Speirs confirmed that the Board would have an opportunity to contribute to the development of the strategy via a Board Workshop. The Board Workshop schedule will be examined to seek to include discussion on the Corporate Strategy, including discussion on the feedback gathered from the already completed engagement activity. **Action: P Speirs**

Ms Speirs informed the Board that a Stakeholder Engagement Plan will be developed and presented to the Board in February 2022.

The revised strategy timeline was **noted** for **assurance** by the Board.

8.2 Change Portfolio Update

Ms Speirs spoke to the paper noting that the main focus continues to be the Connect Programme and Estates programme. Ms Speirs also informed the Board that an internal review of the maturity of the Project Management Office is taking place to ensure the function continues to effectively support the organisation in the delivery of its strategic priorities.

Estates and Facilities Update

Mr Gebbie provided the update on the progress to date, noting that the work to have the Dundee estate ready to go live is on track to be completed pre-festive. Ms Hepburn informed the Board that 23 staff would start in the Dundee office pre-festive and 100 staff were expected to be in place by the end of February 2022.

The board wished to congratulate the teams who supported the work to make ready the new site at Dundee, taking into account in particular the team managing the estates, ICT and Recruitment.

The Board noted that the Finance Team are working more closely with the Project Management Office, especially in relation to supporting the developing efficiency programme. The Board requested that future Change Portfolio Updates include the work of the efficiency programme and how it is governed. **Action: P Speirs**

The Board **noted** the update to the Change Portfolio for **assurance**.

9. Performance

9.1 Corporate Performance Report

Ms Speirs introduced the Corporate Performance Report which provided an overview of performance across the organisation during November 2021, with Paul McLaughlin in attendance to provide further detailed commentary. It was noted that a refreshed performance framework was being used for reporting, this is intended to provide an improved understanding of service demand and performance.

The Chief Executive highlighted that the final sign off from the Cabinet Secretary on the revised Performance Framework is not expected until early 2022.

The Board discussed the factors that can influence call handling times, including the availability of clinical support. The Board asked if the cover paper for future Corporate Performance Reports could include some analysis of the drivers understood to contribute to the performance figures reported. **Action: P Speirs**

The Board asked if future reports could include comparator absence data from the equivalent month in the previous year. **Action: P Speirs**

The Board **noted** that the non-frontline attendance rate was excellent.

The Board **noted** the Corporate Performance Report for **assurance**.

9.2 Financial Performance Report

Mr Gebbie spoke to the paper and highlighted significant areas of movement over the identified reporting period.

It was noted that although we are reporting a current overspend of £4.3m against the October allocation letter, we will be receiving further allocations, as we have received in previous years, which will reduce this overspend to a break even position. Mr Gebbie confirmed that all the mental health funding requested for the year has now been agreed and this will, in the main, offset any overspend.

COVID 19 related expenditure of £2.6m has been incurred to date and is fully funded. The ledger is currently reporting a breakeven position, and the full year forecast is assuming a breakeven position, anticipating outstanding allocations.

Mr Gebbie confirmed that if there was an underspend, then this money would be passed back to Scottish Government.

The Board noted their appreciation for the work done to sort out the allocations and asked if a key could be provided to help members better understand any accountancy terminology used. **Action J Gebbie**

The Board **noted** the Financial Performance Report for **assurance**.

10. Corporate Governance

10.1 Clinical Governance Committee (Approved Minute 12 August 2021 and Highlight Report 04 November 2021)

The Board received and noted the approved minute and highlight report for assurance.

10.2 Staff Governance Committee (Approved Minute 29 July 2021 and Highlight Report 11 November 2021)

Mr Glennie highlighted the risk management approach taken in relation to training, ensuring that all new staff meet all necessary training requirements.

The Board received and noted the approved minute and highlight report for assurance.

10.3 Audit and Risk Committee (Approved Minute 5 August 2021 and Highlight Report 1 November 2021)

Ms Gillie highlighted that internal audit are currently undertaking a review of Service Performance/Delivery and this will be presented at the February 2022 Committee meeting.

The Board received and noted the approved minute and highlight report for assurance.

10.4 Planning and Performance Committee (Approved Minute 9 August 2021 and Highlight Report 8 November 2021)

Mr McCormick highlighted that the Committee supported the continued focus on delivering care at first point of contact.

The Board received and noted the approved minute and highlight report for assurance.

10.5 Integrated Governance Committee (Approved Minute 25 May 2021)

In the Chair's absence, Ms Speirs gave the Board a verbal update of the recent meeting on 30 November 2021, highlighting the agreement that any future deep dive sessions would be undertaken through Board Workshops, rather than in Committee sessions.

The Board received and noted the approved minute for assurance.

11. Board Action Log and AOB

11.1 Board Action Log

The Board noted that all actions considered to be complete have been addressed and can be removed from the action log. The two actions noted as partially complete will be carried forward to the next action log.

The Board **approved** the Action Log.

11.2 AOB

There was no other business noted for discussion,

12. Date of Next Meeting

The date of the next Board meeting was confirmed to be Thursday 24 February 2022.