

NHS24(M) 22/02
Minutes: 15 - 36

NHS 24

**Minutes of the Meeting of the
NHS 24 Board
held on Tuesday 28 April 2022 at 10.00 am
via Microsoft Teams/Meeting Room 1 Caledonia House**

PRESENT

Dr Martin Cheyne (in the Chair)

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

IN ATTENDANCE

Ms Anne Marie Gallacher	..	Chief Information Officer
Ms Jacqui Hepburn	..	Director of Workforce
Ms Stephanie Phillips	..	Director of Service Delivery
Ms Suzy Aspley	..	Chief Communications Officer
Mrs Geraldine Mathew	..	Board Secretary (Minute)
Mr Kevin McMahon	..	Head of Risk and Resilience (For Item 22)

		ACTION BY
15.	WELCOME, APOLOGIES AND INTRODUCTIONS	
	<p>The Chair welcomed all those present to the April meeting of the NHS 24 Board. He welcomed Mrs Geraldine Mathew who had recently joined NHS 24 as the Board Secretary. Mrs Mathew had previously worked within NHS Greater Glasgow and Clyde as the Board Secretariat Manager and had over 18 years' experience working within NHS teams supporting Executive Management Teams, Board, Governance Committees, and Professional Advisory Groups. Mrs Mathew looked forward to meeting members of the Board in due course.</p> <p>There were no apologies intimated.</p> <p>NOTED</p>	
16.	DECLARATIONS OF INTEREST	
	<p>The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made. Members were reminded to contact Mrs Mathew with regards to any changes to their Register of Interest or declaration of Gifts and Hospitality.</p> <p>NOTED</p>	

NHS 24 - RED
DRAFT – TO BE RATIFIED

17.	MINUTES OF PREVIOUS MEETING OF 24 FEBRUARY 2022		
	<p>The Board considered the minute of the previous meeting held on Thursday 24 February 2022 [Paper No. Item 03] and were content to approve this as a complete and accurate record.</p> <p><u>APPROVED</u></p>		
18.	MATTERS ARISING		
	<p>There were no matters arising from the previous meeting.</p> <p><u>NOTED</u></p>		
19.	NOTES ON ANY OTHER BUSINESS		
	<p>The Chair invited members to raise any other items of business, not included on the agenda. There were no items raised.</p> <p><u>NOTED</u></p>		
20.	CHAIRS REPORT		
	<p>The Chair provided an overview of activities since the last meeting. He suggested that, for future meetings, a list of the meetings he had attended over the period, be included as an addendum to the meeting papers. The Board were content to approve this.</p> <p>The Board were content to note the Chairs Report, and the activities undertaken since the last meeting.</p> <p><u>NOTED</u></p>	Board Secretary	
21.	CHIEF EXECUTIVES REPORT		
	<p>The Board considered the paper ‘Executive Report to the Board’ [Paper No. Item 07] presented by Mr Jim Miller, Chief Executive, which provided an overview of the position in respect of the four agreed priorities identified within the NHS 24 Operating Plan 2020/21-23. Mr Miller expressed his thanks to Ms Suzy Aspley, Chief Communications Officer, for her editorial input to the report. He highlighted the key activities within each of the priorities and noted that, whilst there remained significant system pressures due to the ongoing response to the COVID-19 pandemic, the report demonstrated positive improvement against the priorities. The Portfolio Programmes had recommenced, most notably the Urgent and Unscheduled Care Programme, and Mr Miller attended the first meeting of the Programme Board last week.</p> <p>NHS 24 would shortly host a visit by the Chief Executive of NHS Scotland and Director General of Health and Social Care, Ms Caroline Lamb and the Chief Operating Officer of NHS Scotland, Mr John Burns. This session would provide an opportunity to reflect on recent achievements of the organisation and showcase activities in respect of unscheduled care.</p> <p>Work on the NHS Inform website had been undertaken to widen access for patients, given the ongoing situation in Ukraine and Mr Miller expressed his thanks to all colleagues for their swift response to implement this.</p> <p>The current sickness absence rate was 7.11%. Whilst this remained higher than the national sickness absence rate, this represented a significant improvement and Mr Miller noted his thanks to all staff for their efforts to improve this.</p> <p>The Chair thanked Mr Miller for the report and invited comments and questions from members.</p>		

NHS 24 - RED
DRAFT – TO BE RATIFIED

	<p>In response to a question about the recommencement of MSK/MAT services, Ms Maria Doherty, Director of Nursing and Care, advised that a paper was being prepared for presentation to the Executive Management Team, and the Clinical Governance Committee for consideration.</p> <p>A question was raised about the Attendance Management Plan, and how performance of the actions would be monitored by the Board. This would be reported to and monitored by the Staff Governance Committee as the organisation moved through the improvement phases. A significant amount of work was underway to support staff health and well-being, including the implementation of the Thrive app, which provided online support.</p> <p>In response to a question about the inaugural meeting of the Children and Young People Steering Group, Ms Docherty noted that the group had been established to follow up on work undertaken previously in conjunction with the Children and Young People’s Commissioner of Scotland to renew the Children and Young People’s Framework. Further information on the work of the Steering Group and its activities, would be reported to the Clinical Governance Committee.</p> <p>It was suggested that, given the centrality of the issue, and the impact on productivity, it would be useful for the Board to receive the revised Attendance Management Plan, or feedback from the Staff Governance Committee on their views of the revised Plan.</p> <p>In summary, the Board were content to note the report and the positions updates against the four agreed strategic priorities. The Board were assured by the information provided, that significant work continued in respect of attendance management, and were pleased to note the positive improvements made in sickness absence rates.</p> <p><u>NOTED</u></p>	<p>Ms Docherty</p> <p>Ms Hepburn</p>
22.	PATIENT STORY	
	<p>Ms Maria Docherty, Director of Nursing and Care, provided an overview of a recent complaint which led to an adverse event, and subsequently resulted in a delay to the patient’s care and a data breach. Several actions were undertaken to mitigate the risks to the patient, and this included liaison with the patient’s Health Board, the patient’s GP, and self-referral to the Information Commissioner. There were no actions required by the Information Commissioner in respect of the data breach, and several actions had been taken to update processes and ensure due diligence to prevent this type of issue occurring in the future.</p> <p>Feedback was also received via the Care Opinion website from a patient who had suffered a fall during Storm Eunice. The patient had received exceptional assistance from NHS 24 and several partners including the Health Board where the fall took place and the host Health Board. Ms Docherty wished to note thanks to all colleagues who had assisted with this.</p> <p>The Chair thanked Ms Docherty for the update and noted thanks on behalf of the Board to the patients and families who had shared their stories.</p> <p>In summary, the Board were content to note the update, and were assured by the information provided that significant work had been undertaken to address the issues highlighted by the adverse event.</p> <p><u>NOTED</u></p>	
23.	CORPORATE RISK REGISTER	
	<p>The Board considered the paper ‘Corporate Risk Register Update’ [Paper No. 8.2] presented by Dr Laura Ryan, Medical Director, and Mr Kevin McMahon, Head of Risk Management and Resilience, which detailed corporate risks to the organisation which scored 10 and above as of 19 April 2022. Since the last Board meeting in February, the overall risk profile of the</p>	

NHS 24 - RED
DRAFT – TO BE RATIFIED

	<p>organisation had increased. There were 9 new risks identified, 1 risk had increased, 3 risk scores had reduced, and 2 risks had been closed.</p> <p>The Chair thanked Mr McMahon and Dr Ryan for the report, and invited comments and questions from members.</p> <p>Several members commented on the updated format of the report and found this helped clarify the key risks.</p> <p>In response to a question about the risks associated while revised national guidance regarding COVID-19 absence was awaited, Ms Hepburn, Director of Workforce, noted that this issue had been discussed at length at the recent HR Directors Forum. The Scottish Workforce & Staff Governance Committee (SWAG) was currently reviewing the position and further guidance on this issue was expected shortly.</p> <p>A question was raised regarding the level of mitigation in respect of the risk related to the Public Protection Team. Ms Docherty noted an increase in the number of Child Protection referrals, and work was underway to recruit an administrative post to assist the Public Protection Team. She suggested that this topic could form the basis of a future Board Workshop session.</p> <p>In summary, the Board were content to note the Corporate Risk Register and were assured by the information provided that significant work was underway to mitigate the risks highlighted.</p> <p><u>NOTED</u></p>	<p>Board Secretary</p>
<p>24.</p>	<p>REMOBILISATION PLAN 4 – QUARTER 4 UPDATE</p>	
	<p>The Board considered the paper ‘RMP4 – Quarter 4 Review’ [Paper No 9.1] presented by the Director of Service Delivery, Ms Stephanie Phillips, which provided an update against RMP4 key deliverables and required to be submitted to the Scottish Government by Friday 29 April 2022. The current RMP4 extended to the current year, and further guidance was expected in due course regarding development of a 1-to-3-year operating plan.</p> <p>The Chair thanked Ms Phillips for the report and invited comments and questions from members. There were no questions or comments raised.</p> <p>In summary, the Board were content to note progress against RMP4 deliverables in Quarter 4 until the end of March 2022 and noted the expected carry-over items until the end of June 2022, detailed in the delivery planning template.</p> <p><u>NOTED</u></p>	
<p>25.</p>	<p>STRATEGIC PLANNING UPDATE</p>	
	<p>The Board considered the paper ‘Strategy Planning Update’ [Paper No. 9.2] presented by Ms Stephanie Phillips, Director of Service Delivery, which detailed next steps in the development of NHS 24’s strategic intent. Sessions had taken place with the Senior Management Team (SMT) and the Executive Management Team (EMT) during March 2022, with positive feedback received. The Strategic Intent would be presented to the Planning and Performance Committee in May 2022, and the Board Meeting in June 2022.</p> <p>The Chair thanked Ms Phillips for the report. He invited comments and questions from members.</p> <p>Following a question about the virtual “Town Hall” sessions, it was agreed that the invitations and links to the sessions would be circulated to Non-Executive Directors, with a view to identifying a maximum of two members to attend each session.</p>	<p>Ms Aspley</p>

NHS 24 - RED
DRAFT – TO BE RATIFIED

	<p>In summary, the Board were content to note the update and the next steps in the development of NHS 24'S strategic intent.</p> <p><u>NOTED</u></p>		
26.	CHANGE PORTFOLIO UPDATE		
	<p>The Board considered the paper 'PMO – Change Portfolio Update' [Paper No. 9.3] presented by Mr John Gebbie, Director of Finance. The report provided a progress summary of the key programmes within the Change Portfolio, with several key programmes being at or near completion. These included the Estates Programme, which was in its final stages, including the fit out of Lumina ground floor; installation of LED lighting at Cardonald; and the decommissioning of the Lightyear building. Good progress was being made in respect of the Connect Programme, and laptop upgrades continued at pace. The Police Scotland pathway went live on 15 March 2022, and the Forensic Medical Examinations (FME) Self Referrals pathway went live on 1 April 2022.</p> <p>The Chair thanked Mr Gebbie for the report and invited comments and questions from members.</p> <p>In response to a question regarding the FME pathway, Ms Phillips noted that a steady stream of referrals had been received to date, particularly at weekends.</p> <p>In summary, the Board were content to note the report and were assured by the information provided of the progress of the key programmes within the Change Portfolio.</p> <p><u>NOTED</u></p>		
27.	STAKEHOLDER ENGAGEMENT		
	<p>The Board considered the paper 'Corporate Stakeholder Engagement Update' [Paper No. 9.4] presented by Ms Jacqui Hepburn, Director of Workforce. The paper provided an update on the development of a refreshed and strengthened corporate Stakeholder Engagement Framework which incorporated four pillars of engagement, those being Scottish Government; External; Internal; and Public Affairs. Ms Hepburn provided an overview of key activities within each of the four pillars, including, internal engagement and leadership visibility; development of stakeholder engagement mapping; and reinvigoration of the Public Participation Forum (PPF).</p> <p>The Chair thanked Ms Hepburn for the report and invited comments and questions from members.</p> <p>Members commented that this was a clear report which highlighted the importance of an engagement strategy. It was agreed that this would continue as a standing item at Board meetings, with updates programmed in line with the PPF cycle of meetings.</p> <p>In summary, the Board were content to note the Corporate Stakeholder Engagement Update; and agreed with the recommendation that the Board received regular updates against progress, as well as involvement through the Board Workshop Sessions.</p> <p><u>NOTED</u></p>		Ms Hepburn/ Board Secretary
28.	FINANCIAL PLAN		
	<p>The Board considered the paper 'Financial Plan 2022/23' [Paper No. 9.5] presented by Mr John Gebbie, Director of Finance. Mr Gebbie explained that the Financial Plan had been drafted based on the current uplift assumptions from Scottish Government Health and Social Care Directorate (SGHSCD). As national discussions remained ongoing in relation to Agenda for Change and energy increases, the paper was presented for approval as a working plan as the organisation entered the new financial year.</p>		

NHS 24 - RED
DRAFT – TO BE RATIFIED

	<p>The Financial Plan started with a balanced recurring position in terms of roll forward of income and spend budgets. There were £0.4m of unachieved savings in the financial year 2021/22, which were offset by £0.4m of SPRA developments that were not progressed. Whilst the organisation started the financial year 2022/23 where a breakeven position was still achievable, there remained challenges ahead as it was unlikely that the financial uplift would cover anticipated expenditure and cost increases. There remained other financial pressures, notably the 111 contract, the additional public holiday, and the requirement to identify financial savings. A three-year Financial Plan was being developed, in conjunction with the Workforce Plan and the Strategic Plan.</p> <p>The Chair thanked Mr Gebbie for the report and invited comments and questions from members.</p> <p>In response to a question about the savings plan, specifically that the largest segment of this was the 2% vacancy factor and how sustainable this was given the review of the workforce, Mr Gebbie explained that recruitment was underway to appoint a Programme Manager for Sustainability. With regards to the 2% vacancy factor, this was a natural occurrence as part of the recruitment process. Work continued with colleagues in Recruitment to develop plans and explore attrition levels.</p> <p>In summary, the Board approved the Financial Plan 2022/23; were assured by the information provided that work was underway to address the financial challenge; and noted that the Financial Plan 2022/23 would be submitted to the Scottish Government for final approval.</p> <p><u>APPROVED</u></p>	
29.	CORPORATE PERFORMANCE REPORT	
	<p>The Board considered the paper ‘Corporate Performance Report March 2022’ [Paper No. 10.1] presented by Ms Stephanie Phillips, Director of Service Delivery. The paper provided an overview of the quality and performance of services provided for the period ended 31 January 2022. This had been an exceptionally busy period, due to a surge in Omicron cases, however Ms Phillips noted that performance had begun to improve into April, as demand associated with COVID-19 had reduced.</p> <p>The Chair thanked Ms Phillips for the report. He recognised the immense effort and strong performance by every member of staff across the whole organisation, throughout this challenging period. He expressed his appreciation to all staff for their ongoing resilience throughout this time and invited comments and questions from members.</p> <p>In response to a question regarding the methods by which patient feedback was obtained, Ms Docherty assured members that work was underway to develop additional methods of obtaining feedback from patients including SMS and a paper describing this work had recently been presented to the Clinical Governance Committee.</p> <p>A question was raised regarding the patient survey feedback rates, which were reported in September 2021 as 83%, and if there were reasons for this. Return rates were typically low and could be attributed to changing behaviours during the pandemic. Social media remained a popular method of feedback and this was generally positive. Work was underway within the Patient Experience Team and Ms Docherty’s team to explore ways in which this feedback could be captured.</p> <p>In summary, the Board were content to note quality and performance of services provided for the period ended 31 January 2022; and were assured by the information provided that ongoing focus remained on improvement of performance.</p> <p><u>NOTED</u></p>	

NHS 24 - RED
DRAFT – TO BE RATIFIED

30.	FINANCIAL PERFORMANCE REPORT		
	<p>The Board considered the paper ‘Financial Performance Report to 28 February 2022’ [Paper No. 10.2] presented by Mr John Gebbie, Director of Finance, which detailed financial performance for the period April 2021 to February 2022. The organisation reported a breakeven position for 2021/22 and the savings target for 2021/22 had been met in full. £0.4m of recurring savings would move into the new financial year 2022/23. Month 12 was now closed and, subject to external audit, would likely result in a small underspend for 2021/22.</p> <p>The Chair thanked Mr Gebbie for the report and invited comments and questions from members. There were no comments or questions raised.</p> <p>In summary, the Board noted the financial performance for the period April 2021 to February 2022; and noted the full year forecast was assuming a breakeven position for 2021/22.</p> <p>NOTED</p>		
31.	QUARTERLY WORKFORCE PERFORMANCE REPORT		
	<p>The Board considered the paper ‘Workforce Performance Report (Quarter 4 January – March 2022) [Paper No. 10.3] presented by Ms Jacqui Hepburn, Director of Workforce, which provided an update on areas of workforce focus for Quarter 4, analysis of workforce information, and ongoing workforce issues. Improvements had been made to the report following feedback received from the Board and now contained a mix of quantitative and qualitative information, including a range of measures such as recruitment, retention, and training. The report also provided both a review of historical information, along with projections.</p> <p>The Chair thanked Ms Hepburn for the update and invited comments and questions from members.</p> <p>In response to a question about issues related to the recruitment of nurse practitioners for mental health, Ms Hepburn explained that this was in relation to recruitment of Psychological Wellbeing Practitioners (PWP), which were new posts to the service. Several PWPs were now in post in the Dundee site and the number of applicants applying was increasing. This remained a national recruitment issue and work was underway with an external consultant to improve marketing of the roles within NHS 24.</p> <p>A question was raised regarding the level of turnover, which was noted as approximately a quarter of the staff number per year. Ms Hepburn assured members that work was underway to develop an Attrition and Retention Plan, with further debate and scrutiny of this through the Staff Governance Committee. Furthermore, benchmarking activity would be undertaken, along with comparison with previous benchmarking activity, the outcome of which would be presented to the Staff Governance Committee for debate.</p> <p>In summary, the Board were content to note the report and were assured by the information provided that significant activity was underway to address the issues highlighted. The Board were pleased to note the improvements made to the style and content of the newly formatted report and commended Ms Hepburn and her team for their efforts.</p> <p>NOTED</p>		Ms Hepburn
32.	REGISTER OF INTERESTS		
	<p>The Board considered the paper ‘Register of Interests’ [Paper No. 11.1] presented by the Director of Finance, Mr John Gebbie, which detailed the interests registered by Board Members, Executive Management Team and Senior Managers.</p>		

NHS 24 - RED
DRAFT – TO BE RATIFIED

	<p>Mr Alan Webb had notified the Board Secretary and Mr Gebbie of amendments to his entry on the register, specifically:</p> <ul style="list-style-type: none"> • Strategic Lead for Network Transformation, Home-Start UK amended to Assistant Director, Network Development, Home-Start UK. • Independent Advisor, removed. <p>The Board were content to accept these additional amendments.</p> <p>The Chair thanked Mr Gebbie for the report.</p> <p>In summary, the Board were content to note the updated Register of Interests for Board Members, Executive Management Team, and Senior Managers.</p> <p><u>NOTED</u></p>	
33.	GIFTS AND HOSPITALITY REGISTER	
	<p>The Board considered the paper ‘Gifts and Hospitality Register’ [Paper No. 11.2] presented by the Director of Finance, Mr John Gebbie, which detailed gifts and hospitality registered by Board Members and NHS 24 staff from April 2021 to March 2022. The Chair reminded all members to ensure that any gifts and hospitality should be notified to the Board Secretary as soon as possible.</p> <p>In summary, the Board were content to note the updated Gifts and Hospitality Register for 2021/22.</p> <p><u>NOTED</u></p>	
34.	BOARD AND COMMITTEE COMPOSITION	
	<p>The Board considered the paper ‘Board and Committee Composition Update’ [Paper No. 11.3] presented by Mr John Gebbie, Director of Finance, which detailed the updated Board and Committee composition with the recent departure of a Non-Executive Board member and Chair of the Staff Governance Committee. The composition would be updated on appointment of the new Director of Service Transformation, Strategy, Planning and Performance, and at regular intervals as and when required.</p> <p>The Chair thanked Mr Gebbie for the report. There were no questions or comments noted.</p> <p>In summary, the Board were content to note the report and were assured by the information provided that continuous Board leadership and scrutiny to support the delivery of the Board Strategic Objectives was in place.</p> <p><u>NOTED</u></p>	
35.	BOARD AND COMMITTEE WORKPLANS	
	<p>The Board considered the paper ‘Board and Committee Workplans 2022/23’ [Paper No. 11/4] presented by the Director of Finance, Mr John Gebbie. For clarity, Mr Gebbie advised that the Finance Report would be presented to every meeting of the Board, and as such, an updated version of the Workplan had been uploaded to Admin Control.</p> <p>The Chair thanked Mr Gebbie for the report. There were no questions or comments raised.</p> <p>In summary, the Board approved the draft Board Workplan for 2022/23; noted the Governance Committee Workplans for 2022/23 which were approved at individual Committee meetings in February 2022; and noted improvements made to ensure more robust systems were in place to support enhanced governance arrangements.</p>	

NHS 24 - RED
DRAFT – TO BE RATIFIED

	<u>APPROVED</u>		
36.	BOARD ACTION LOG		
	The Board considered the paper 'Board Action Log' [Paper No. 12.1] and were content to approve the recommendation that three actions were completed, and one action remained ongoing.		
	<u>APPROVED</u>		
37.	AOCB		
	The Chair invited members to raise any other items of business.		
	<u>Appointment of the Director of Transformation, Strategy, Planning and Performance</u> Mr Jim Miller, Chief Executive, provided an update on activities in respect of the appointment to the Director of Service Transformation, Strategy, Planning and Performance post. He thanked Mr Mike McCormick for his input to the interview process. Following the recruitment and interview process, no appointment was made by the panel. Following review of the position, transfer of responsibility had been made within the Executive Management Team. Ms Stephanie Phillips, currently Director of Service Delivery, would assume the role of Director of Service Transformation, Strategy, Planning and Performance, and a recruitment process was underway to appoint to the now vacant Director of Service Delivery post. These arrangements would ensure the Executive Management Team were well positioned to respond to the imminent focus on strategic development.		
	<u>20th Anniversary of NHS 24</u> The Chair reminded all members of the upcoming 20 th Anniversary of NHS 24 on 6 May 2022 and a range of activities were planned to celebrate this. Ms Aspley agreed to detail the activities in a briefing for circulation to Board members.		Ms Aspley
	<u>Corporate Governance</u> The Chair noted thanks on behalf of the Board to Ms Joanne McLean, Senior Executive PA to the Chief Executive and Chair, and Ms Tracy McMillan, from the Service Delivery Directorate, for their significant work and support with all governance papers in recent months while the Board Secretary post had been vacant.		
	<u>NOTED</u>		
38.	DATE AND TIME OF NEXT SCHEDULED MEETING		
	The Chair thanked all members for their attendance. A Board Workshop Session was planned for Wednesday 18 and Thursday 19 May 2022, at the Golden Jubilee National Hospital (GJNH) Conference Centre. Updated guidance on social distancing was expected, and the Chair was hopeful this would allow a return to 'in person' meetings after the Board Workshop Session in May 2022.		
	The next Board Meeting would take place on:		
	<u>Board Reserve Meeting</u> Thursday 16 June 2022, 09:30am, MS Teams/Lumina		
	<u>Board Meeting</u> Thursday 16 June 2022, 10:30am, MS Teams/Lumina		
	The meeting concluded at 12:10pm.		