

NHS 24

14 FEBRUARY 2022

PLANNING AND PERFORMANCE COMMITTEE

ITEM NO 3.0

APPROVED

**Approved Minutes of the Planning and Performance Committee Meeting held
on**

14 February 2022 at 10:00am via Microsoft Teams

ITEM 3.0

NHS 24 BOARD

PLANNING AND PERFORMANCE COMMITTEE

**Minute of the meeting held Monday 14 February 2022 from 10.00 am to 12 noon
via Teams**

PRESENT:

Mr Mike McCormick (Chair); Ms Anne Gibson; Ms Carol Gillie; Mr John Glennie;
Mr Alan Webb; and Mr David Howe

APOLOGIES:

Ms Suzy Aspley, Head of Communications

IN ATTENDANCE:

Dr Martin Cheyne (Chair of NHS 24); Mr Jim Miller (Chief Executive); Mr John Gebbie (Director of Finance); Ms Ann-Marie Gallacher (Chief Information Officer); Mr K McMahon (Head of Risk & Resilience); Ms Steph Phillips (Director, Service Delivery), Ms Jacqui Hepburn (Director of Workforce); Mr Kenneth Woods (Employee Director), Dr Laura Ryan (Medical Director); Ms Marieke Dwarhaus (Non-Executive Director – observing); Ms Annie Robertson (Service Development Manager); Ms Nicola Dawson (Head of Integrated Service Delivery); Ms Lisa Dransfield (Deputy Head of Communications – representing Ms Suzy Aspley); Ms Tracy McMillan (EPA/Strategic Planning Officer) (Clerk)

1. Welcome, Introductions & Apologies

The Chair welcomed all Committee members to the meeting. Apologies were noted from Ms Suzy Aspley, noting that Ms Lisa Dransfield was attending in her place. **Noted.**

2. Declarations of Interest

Nil.

3. Minute of the meeting held Friday 7 May 2021

The following amendment was noted:

Page 1, Item 2, replace Mr John Glennie with Dr Martin Cheyne.

The minute was then **accepted** as a correct record of the meeting.

4. Strategy

4.1 Remobilisation Plan Quarterly Update

Ms Phillips introduced the above paper and advised it was a part of routine reporting to Scottish Government and covered the period to the end of December 2021. It was submitted to Scottish Government by the due date of 09 February 2022.

It was highlighted that a total of 422 new members of staff had been appointed. Comments were made around references in the document to attrition and drop out. However, members noted this to be understandable given the high numbers of recruitment and high volume of temporary staff moving into permanent posts with NHS 24.

Ms Hepburn explained work was ongoing to try to understand why people leave, this has included a review of the exit interview process, training etc. She went on to say sometimes people do not have a full understanding of the role when they join NHS 24 and don't appreciate how challenging it can be. It is therefore recognised that better information and marketing around the role is required and talks are taking place with TMP Redesign to perhaps engage them to develop and improve this.

Ms Hepburn explained the exit interview process was difficult to identify themes as the process was voluntary and proved difficult getting people to complete.

All the above work has been developed into an Attrition Plan, which went to EMT in December and will be progressed via the Staff Governance Committee.

Thereafter, the Remobilisation Plan Quarterly Update was **noted** for **assurance**.

4.2 Change Portfolio Update

Mr Gebbie introduced the paper and advised it focussed on three main areas; Connect, Estates and Mental Health.

Members sought clarification with regard to what "Respond" was. Mr Gebbie advised it was a system that recorded risk and any clinical incident, which now required to be updated as part of Connect. However, the decision still required to be made about moving from Version 3 to Version 8, or if the move should be deferred for a year.

With regard to the Police Scotland Pathway, it was confirmed that the pathway had been in existence for some time, but that the pathway referred to in the paper was the next evolution – an enhancement of what is already in place. This will involve MHNPs operating within the Police control centre and will help with the transfer of calls into the Hub, as per the current pathway; test of change will run for six months.

It was explained that those recruited to the role of Psychological Wellbeing Practitioners could come from a variety of backgrounds, but all would have appropriate mental health experience. It is a new role for Scotland with approximately 40 new posts in the pipeline as we expand into additional site at Dundee.

Thereafter the Change Portfolio Update was **noted** for **assurance**.

4.3 Strategy Update

Ms Phillips delivered a presentation on the draft strategy providing an overview of the work undertaken to date. With regard to timescales, it is anticipated that discussion will take place at Board level at the workshop at the end of March 2022 around Strategic Intent. **(Action – Board Workshop Agenda to include further discussion of the strategy)**

The Committee thanked Ms Phillips for an informative presentation. Discussion ensued around the Primary Care interface and it was confirmed this would inform developments.

Members noted that, given the lack of clarity nationally across some critical policy areas, the date for the completion of the strategy had been delayed, which will assist in giving time for NHS 24 to consider its own future in this area by being ambitious and clear about its potential contribution.

Ms Phillips made the point that NHS 24 would require to “set out its stall” regarding digital services to NHS Scotland, observing and engaging with other Boards on the evolving National Care Service.

Noted that Caroline Lamb is due to visit NHS 24 on 04 May 2022. She will meet with Dr Cheyne and Mr Miller and it is hoped a conversation regarding the above can take place at that time.

The work undertaken on engagement and horizon scanning, while beginning to develop the strategy, will be shared with the Committee. **(Action – SP share engagement/horizon scanning work output).**

Thereafter the update to the Strategy Update was **noted** for **assurance**.

4.4 Connect (Phase 1) Update

Mr Gebbie discussed the update with members and advised work is going well. The calibre of staff recruited has been good. He referred to the paper and confirmed Connect 1a and 1b had been achieved, LAN and WAN were nearing completion, SAP HANA had been updated and an SPS update had been undertaken recently. Noted these were significant pieces of work.

Pieces of work currently being undertaken included the laptop refresh and Connect 1c, which is now going to be complete in June, rather than March 2022. Noted that the SAP Quality Centre Testing Tool was no longer required and would be decommissioned.

Mr Gebbie advised there had been very good feedback from the staff involved in the above pieces of work.

Regarding the delay of Connect 1c, Ms Gallacher advised there were a number of dependencies attached to undertaking this work and that a number of these could not be undertaken by the deadline of March. By pushing the work back for completion at the end of June, additional testing will be undertaken to make sure things are as robust as possible. This new timeline also fits well with the organisations life cycle.

Ms Gallacher advised that there had been many lessons learned from the work undertaken to date and that it was the intention to undertake a full wash-up/review in due course.

Thereafter the welcomed the progress made in Connect (Phase 1) and the Update was **noted** for **assurance**.

4.5 Communications Delivery Plan Update

Ms Dransfield introduced and discussed the above update with the Committee. She explained the format of the Delivery Plan circulated was the latest and would not change very much further, but would offer colleagues links to pieces of work.

Noted that the performance of the Winter Plan had been covered exclusively.

She went on to say that the Communications Team were currently recruiting for a Multi-media Comms Officer and recently the team has recruited a Communications Manager.

The point was made that, COVID permitting, planning is underway to look at using multi-media in centres. Ms Dransfield will ensure executive colleagues are involved in this. A film is in the pipeline to celebrate 20 years since the first call received by NHS 24 – colleagues will be involved in producing this also. **(Action – engage with Executive Colleagues).**

The Committee noted the significant communications programme work that had been completed and the Team's intention to increase EMT, Board and Staff Engagement next year and the proposal to engage the PPF and Youth Forum as part of the work. **(Action – engage with PPF and Youth Forum).**

Thereafter, the Communications Delivery Plan Update was **noted for assurance.**

5 Performance

5.1 Corporate Performance Report

Ms Dawson went through the Powerpoint Report with the Committee.

Ms Gibson posed a question on Living Life, noting there had been a decline in calls, and asked why, if that was the case, as Mental Health concern is so high in Scotland. Ms Phillips explained this had happened due to NHS 24 having stopped taking on new referrals into that service for a few weeks due to capacity and need for timeliness in managing referrals, which in turn will have affected the overall referral figures.

With regard to the COVID line, and decreasing calls, Mr McCormick questioned what would happen to the Ascensos line and associated costs. It was confirmed that there are discussions on-going pertaining to directing the COVID Pathway via 111. It is anticipated this change will come into effect at the end of March 2022.

In response to questions regarding why sickness/absence was higher at the Clyde Contact Centre, Ms Phillips stated this was due to a combination of factors including a slightly older workforce, pending relocation and several retirements.

Ms Phillips stated that two pieces of work had been undertaken on the "Average Call Handling Time", including a review by internal auditors. Although there are many factors influencing this, it is believed clinical supervision is a critical component, notably variation between clinicians and the need for ongoing coaching and support, notably for staff who have worked for NHS 24 for some time under the previous model. Furthermore, when there is a higher absence with clinicians it affects call flow. She confirmed there is a

working group meeting on a regular basis to try and find resolutions to reduce the call handling time.

Thereafter the Corporate Performance Report was **noted** for **assurance**.

5.2 Finance Performance Report

Mr Gebbie advised the above report reflected the month nine position for NHS 24. He went on to say a break-even position was anticipated. Noted that funding, on a recurring basis, of £9.4m had been received for Mental Health.

Mr Gebbie confirmed work would commence on next years savings plan within the next few weeks and acknowledged the challenge to meet recurring savings.

Thereafter, the Financial Performance Report was **noted** for **assurance**.

5.3 Estates and Facilities Report

It was confirmed the report had been useful and very informative. Noted that the main work carried out had been in Dundee and Lumina – both of which appeared to be progressing well. With regard to Lightyear, it was noted that it would be decommissioned earlier than anticipated (likely to be April 2022) and the savings would be put towards Lumina.

With regard to the Sustainability Working Group, opportunities will be made available to the Non-Executive Directors and Youth Forum to join. There will also be representation from across all Directorates to ensure the group is as inclusive as possible. **(Action – engage with Non-Executive Directors and the Youth Forum on the Working Group).**

Reference was made to 6.5 in the paper around there being an issue regarding budget for, and cost of, planned works. Mr Gebbie confirmed everything was working to plan and a figure had been agreed with the Scottish Government Capital Team.

Thereafter, the Estates and Facilities Report was **noted** for **assurance**.

5.4 Easter Plan

Ms Phillips confirmed there is still an expectation calls will be received relating to COVID through Easter even if the Pathway is decommissioned at the end of March. Therefore, she confirmed planning in place for Easter.

Thereafter, the Committee **noted** the Easter Plan for **assurance**.

5.5 Annual Review

A confirmed date for the Annual Review visit had been received – it is to take place on 04 April 2022 and will be with the Cabinet Secretary. Both Dr Cheyne and Mr Miller will be involved and the review will focus on NHS 24's experiences over the course of the pandemic.

The Annual Review paperwork must be submitted to Scottish Government by 14 March 2022.

Dr Cheyne advised he would welcome comments from Board members about their experience over the pandemic, ie, whether they have felt engaged with Chair, Chief Executive and other, or any other comments they feel could prove helpful in preparation for the review. **(Action – Board members to feedback to Chair on experiences).**

Thereafter, the Committee **noted** the Annual Review.

6 Risk Management

6.1 Planning and Performance Risk Register

Mr McMahon advised that overall the risk profile is down and that the paper had been seen by the Operational Risk Group.

Noted that with regard to the COVID Pathway – implications and risk are being considered at present.

Thereafter, the Planning and Performance Risk Register was **noted for assurance.**

7 Information, Governance and Security

7.1 Information, Governance and Security Report

Ms Gallacher advised the report circulated was for quarter three. One point she wanted to discuss was a notifiable incident which had occurred and referred members to the supplementary paper which provided further detail. She confirmed additional monitoring had been put in place and will stay in place.

Noted that completion of mandatory Information Security training is being prioritised for those staff who have a more direct role in this area, and this will be reflected in future reports.

Thereafter, the Information, Governance and Security Report was **noted for assurance.**

8 Committee Workplan, Action Log, Terms of Reference, Committee Highlights

8.1 Integrated Governance

The Chair and Committee confirmed they had nothing further to add to this item.

8.2 Planning and Performance Committee Workplan

The Committee reviewed the workplan and agreement was reached that nothing required to be amended or added.

8.3 Review of Action Log

The Committee reviewed the Action Log and agreed the following:

Action 304 – mark as complete as this has been passed to Staff Governance.

Action 346 – change to open and place a new completion date of August 2022.

Action 368 – mark as complete. The issue addressed by training prioritisation and Staff Governance Committee has oversight.

Actions 369 and 370 – mark as complete. These actions are being taken forward at the March Board Workshop.

8.4 Committee Highlights for the Board

Mr McCormick confirmed he would complete a Highlights Report for the Board meeting on 24 February 2022. The main content will focus on the Strategy Planning Session and Connect.

8.5 Any Other Business

Nil.

9.0 Date and Time of Next Meeting

Monday 16 May 2022 at 10.00 am to 12 noon. Venue/Teams to be confirmed.