

NHS 24 BOARD

Minute of the Public Meeting held Thursday 21 October 2021 at 0930am via Microsoft Teams

PRESENT: Dr Martin Cheyne (Chair); 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: No apologies noted.

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); Ms Yvonne Kerr (Clerk).

OBSERVING: Laura Neil

1. Welcome, Apologies & Introductions

The Chair welcomed all Board members to the meeting and the apologies were **noted**.

The Chair noted there is discussion at national level to live stream board meetings as we continue with the ongoing guidance on working from home and that NHS 24 would consider this, in line with national conversations.

The Chair asked the Chief Executive to provide an update to the Board on recent telephony outage. It was noted that the escalation process worked extremely well and partner boards were notified in the event of this affecting other services. A root cause analysis is underway to identify lessons learned. The Chair requested the lessons learned report be discussed at a future Planning and Performance Committee. **ACTION: P Speirs**

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 19 August 2021

An action from the last meeting noted Staff Governance as the secondary Committee for Risk 4 in the Corporate Risk Register. It was agreed that this would be reviewed to align with the current Corporate Risk Register. **ACTION: L Ryan**

Subject to the above, the minute of the meeting held 19 August 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. Chairs Report

Dr Cheyne provided the Board with a high level overview of his activities since the last Board Meeting which included:

- 23 August: BCG Private Meeting
- 23 August: NHS Chairs Meeting with the Cabinet Secretary
- 26 August: Improving Diversity of Thought on Boards Session
- 30 August: National Evaluation Committee
- 31 August: Time with Mental Health Hub
- 14 September: West of Scotland Chairs Meeting
- 14 September: National Evaluation Committee
- 16 & 17 September: NHS Board Chairs Away Days
- 21 September: Introductory Meeting with Jacqui Hepburn (Director of Workforce)
- 22 September: NPMC Meeting

From October: Weekly System Pressures meeting with the Cabinet Secretary

- 5 October: Active Governance Planning Session
- 11 October: National Care Service Consultation
- 11 October: Met with Chair, NHS Tayside
- 13 October: Meeting with Tim O'Donnell, SG Director of Primary Care
- 14 October: National Board Chairs Meeting

The Chair confirmed that the bi-weekly briefings will continue for now and will be reviewed in the New Year.

The Chair's Report was **noted** by the Board for **assurance**.

7. Executive Report to Board

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

The Chief Executive highlighted the sustained significant pressure across the entire health & social care system and weekly whole system meetings were now in place.

The Board were advised of the comprehensive communication planning that is underway for the winter, which will see NHS 24 deliver the national winter health campaign on behalf of NHSScotland.

The preparation work underway, in relation to COP 26, was summarised. It was noted that more than half of NHS 24 staff are located close to the main COP 26 site however, the impact on the service should be minimal although the planned and unplanned travel restrictions will impact on ability of staff to travel to work. A comprehensive communication and engagement plan for the disruption is in place to provide staff with the information required to plan their journey.

The Board were advised of the addition to NHS inform to support Long COVID, which was undertaken in partnership with SG colleagues, with the microsite going live at the beginning of October. It was noted that work is underway to develop a design brief for NHS inform and is being discussed and iterated with key stakeholders.

The flu vaccination programme commenced on 15 September 2021, with 20% of staff received it to date. Communications have underlined the importance of receiving the vaccine and flu clinics will continue at all sites.

The iMatter Staff Experience Questionnaire is now complete with a 57% response rate and a score of 75% for the Employee Engagement Index, which was noted as a significant achievement under the current service pressures. Action planning is now underway with a requirement to develop Directorate and Board action plans.

Recruitment is progressing in all areas with a particular focus on the new Dundee centre. The Board recognise the significant investment from Scottish Government for continued recruitment due to the expansion of services.

The Chief Executive expressed his thanks to Ms Hepburn for the significant work carried out to date since her arrival at NHS 24.

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

8. Quality & Safety

8.1 Patient Stories

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

Ms Docherty also highlighted a recent compliment from a mum calling about her 7 month old baby.

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**.

8.2 Corporate Risk Register

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

It was noted that subsequent to the last Board meeting in August, all directorates had undertaken an in-depth review of their risks in order to ensure that they were reflective of the current system pressures and the ongoing challenges to NHS 24's delivery of its Remobilisation Plan. The overall risk profile has increased since previously reported. Four new risks have been identified and three risk scores have increased relating to Connect programme. It was confirmed these would be discussed under the separate Connect agenda item. There has been discussion at the National Chair's group on concurrent risk. NHS 24 have previously discussed this and are confident this is being addressed at operational level.

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

9. Strategic Planning & Development

9.1 Remobilisation Plan 4 (RMP4)

Ms Speirs spoke to the paper, and provided an overview of the plan for the benefit of new Board members.

The Continuation and Remobilisation Plan sets out the update of NHS 24's key priorities and outcomes for 2021/22. Once formally approved by Scottish Government, the revised plan will form the basis of NHS 24's key areas of work over the next six months. The

updated workforce targets in the plan were highlighted and noted that the Workforce Director is leading further work in this area and will be discussed in more detail at the forthcoming Staff Governance Committee.

It was noted that this RMP4 had been submitted to SG, noting that it was still to be approved by the NHS 24 Board. Initial feedback received from Scottish Government has been positive.

Following discussion, it was highlighted that a winter plan has also been submitted to Scottish Government, as part of this Remobilisation Plan. Board Members were advised that Planning and Performance Committee will have oversight of the delivery of the plan going forward.

Subject to formal approval from Scottish Government the plan was **approved** by the Board.

9.2 Revised Strategy Timeline

Ms Speirs spoke to the paper and provided Board Members with an update on the proposals to revise the timeline to deliver a new strategy.

Due to current service pressures and ongoing work by Scottish Government on various planning frameworks, it is proposed that NHS 24 revise its timeline for development of our organisational Strategy. A significant amount of work has been undertaken on the Gathering Views phase and this will continue to be updated, along with ongoing work on horizon scanning. It has been difficult to engage with stakeholders in the current climate however, comprehensive engagement both internally and externally will be rescheduled to next year. It was confirmed key milestones have been moved by a Quarter and the Strategy is now due to be launched by September 2022.

The Revised Strategy Timeline was **noted** for **assurance** by the Board.

9.3 Change Portfolio Update

Ms Speirs spoke to the paper noting that the main focus is the Connect Programme and Estates programme. Work in other programmes currently running has been reduced.

Estates and Facilities Update (Annex 1)

Mr Gebbie provided the update on the progress to date noting that the lease for Dundee has been signed although there are a number of risks to address to ensure entry date is maintained given the tight timelines such as the supply chain and the impact of COVID during works.

External advisors have confirmed that increased costs are in line with current market conditions and relate to supply costs. The additional costs have been confirmed with Scottish Government and funding has been secured.

It was also noted that Aurora House is now operational and the decommissioning of Golden Jubilee National Hospital is on track to be completed by the end of October 2021. Redesign works for Norseman and Cardonald are planned for November, which will provide additional capacity seating in advance of the busy festive period.

Connect Programme (Annex 2)

Ms Gallacher provided an overview of the programme and the rationale to continue for the benefit of all Board Members noting that the programme has been split into two phases. Phase 1 will ensure stability, full disaster recovery, no system downtime for changes and implementation of Microsoft 365 all to provide a stable and uniform technology

environment. Phase 2 provides the optimisation and innovation to replace our core applications. Phase 1 is a significant piece of work to upgrade and move the data centre which is due for completion February 2022.

Mr Gebbie then provided an update on the progress to date. Programme management capacity has been challenging due to high turnover of temporary staff. Some posts have now been advertised on a permanent basis to secure the capacity and deliver the programme. An external partner is working with us to address the gaps in the short term. They also carried out a Health Check Review of the resourcing of the programme to identify any gaps and risks. The draft report has been received and work is ongoing to address the recommendations. Board members requested sight of this report to further understand the implications. It was agreed this would be shared. **ACTION: J Gebbie**

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

10. Performance

10.1 Corporate Performance Report

Ms Speirs introduced the Corporate Performance Report which provided an overview of performance across the organisation during September 2021. It was noted that the report will be discussed in more detail at the forthcoming Planning & Performance Committee meeting which is scheduled for November. The Board noted the continued demand for key services, particularly around COVID activity and the higher demand for the Cancer Treatment helpline. Following discussion, the Board agreed that it would be useful if the Report could include a summary narrative on the context to current performance.

ACTION: P Speirs

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

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

10.2 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 £3.3m against the August allocation letter, we are expecting further allocations, as we have received in previous years, which will reduce this overspend. This overspend relates in the main to increased Mental Health services, which Scottish Government have confirmed will be funded. COVID 19 related expenditure of £1.93m has been incurred to date and is fully funded. The ledger is reporting an underspend of £1k currently and the full year forecast is assuming a breakeven position, anticipating outstanding allocations.

It was confirmed recurring savings have yet to be achieved, however, these will be addressed in the upcoming Strategic Performance Resource Allocations (SPRA) process.

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

10.3 2020/21 Annual Review Update

Ms Speirs provided a verbal update to the Board on the Annual Review 2020/21. In light of current service pressures the Annual Review will be held virtually as it was last year. The Chair and Chief Executive will attend with the Cabinet Secretary and other Scottish Government officials. This has been scheduled for 28 February 2022.

The Board **noted** the update for **assurance**.

11. Corporate Governance

11.1 Equalities and Human Rights Short Life Working Group (SLWG): Report and Recommendation

Ms Speirs presented the report on behalf of the Short Life Working Group (SLWG) and thanked members for their contribution and recommendations.

The SLWG considered equalities from two perspectives. Firstly, as a National Board directly delivering care and the responsibilities of the Board in considering equality of access to our services, as well as our contribution to health inequalities. In addition, it is recognised that we can strengthen our work on improving the diversity and inclusion within our workforce.

The Report of the SLWG noted that although we are currently meeting statutory requirements, we do want to further enhance our work in this area, both internally and within the wider system. The Report set out three options and, following discussion, the Board approve Option 3 as the preferred option going forward. This will involve expanding the SLWG for a fixed period time, while working in parallel to strengthen the focus on equalities and human rights within our Committees.

The Chair asked that recruitment of Non-Executive Board Members is included within this report as equality and diversity in this area is addressed at National and Board level.

Action: P Speirs

The Board **approved** the preferred option.

11.2 2022/23 Committee Meeting Dates

The Chair presented the proposed Board and Committee dates for 2022/23 to Board Members. After discussion it was noted all dates were approved with the exception of one date which will be discussed after the meeting.

Subject to the anticipated amendment the meeting dates were **approved** by the Board.

12. Board Action Log and AOB

12.1 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 Board **approved** the Action Log.

12.2 AOB-

There was no other business noted for discussion,

13. Date of Next Meeting

The date of the next Board meeting was confirmed to be Thursday 16 December 2021.

