

**NHS 24  
BOARD MEETING**

**14 MAY 2020  
ITEM 3  
FOR APPROVAL**

**MINUTES OF THE BOARD MEETING HELD  
ON THURSDAY 2 APRIL 2020**

<b>Executive Sponsor:</b>	Chief Executive
<b>Lead Officer/Author:</b>	Board Governance Officer
<b>Action Required</b>	The Board is asked to approve the minutes as an accurate record of the discussion at the meeting held on 2 April 2020.

**1 Welcome & Apologies**

**Members**

Dr Martin Cheyne	Board Chair (VC)
Ms Madeline Smith	Vice Chair (Meeting Chair)
Mr Martin Togneri	Non-Executive (VC)
Mr Albert Tait	Non-Executive (TC)
Dr Juliana Butler	Non-Executive (VC)
Mr John Glennie	Non-Executive (VC)
Mr Mike McCormick	Non-Executive(VC)
Mr Alan Webb	Non-Executive (VC)
Ms Liz Mallinson	Non-Executive (VC)
Mr Graham Revie	Non-Executive (VC)
Ms Angiolina Foster	Chief Executive
Dr Laura Ryan	Medical Director

**In Attendance**

Ms Steph Phillips	Director of Service Delivery
Ms Ann Marie Gallacher	Chief Information Officer
Mr David Miller	Director of Workforce
Ms Lynne Huckerby	Director of Service Development
Ms Suzy Aspley	Head of Communications
Ms Brenda Wilson	Deputy Director of Nursing (VC)
Mr Damien Snedden	Deputy Director of Finance
Ms Paula Speirs	Associate Director of Planning & Performance (VC)
Ms Yvonne Kerr	Board Governance Officer
Mr Kevin McMahan	Head of Risk & Resilience (Item 7.2)

**Observer**

Ms Maria Docherty

**Apologies**

No Apologies noted

- 1.1 Ms Smith opened the meeting and formally welcomed Ms Docherty as an observer for this meeting. Ms Docherty will take up the post of Director of Nursing & Care from 9 April 2020. There were no apologies noted.

Ms Smith chaired the meeting as Dr Cheyne joined the meeting via video conference.

Ms Smith confirmed Non-Executive Members were asked to submit questions on the Board Papers prior to the meeting and expressed thanks to the Executive Management Team (EMT) for their responses.

## **2 DECLARATION OF INTERESTS**

2.1 Ms Smith and Mr Togneri's standing declaration as Non-Executive Board members at the Scottish Ambulance Service (SAS) was noted.

## **3 MINUTES OF PREVIOUS MEETING**

3.1 The Board reviewed and approved the minutes of the Board meeting held on 27 February 2020.

## **4 MATTERS ARISING**

4. There were no matters arising raised.

## **5 NOTES OF ANY OTHER BUSINESS**

5.1 There were no notes of any other business.

## **6 CHAIR'S REPORT**

6.1 Dr Cheyne provided an update on his activities since February 2020.

- 2 March 2020: Introductory meeting with Elinor Mitchell and SG Sponsor Team
- 2 March 2020: Introductory meeting with Liz Mallinson
- 10 March 2020: Non-Executive Director Interviews
- 23 March 2020: NHS Board Chairs Meeting via teleconference
- 24 March 2020: National Evaluation Committee
- Weekly meetings/calls with the Chief Executive

## **7 QUALITY & SAFETY**

### **7.1 Patient Stories**

7.1.1 Ms Wilson explained the circumstances of a recent complaint, noting this has been upheld and explained the associated learning. It was noted this was a two stage complaint, NHS 24 and a Territorial Board. The patient was satisfied with the response from NHS 24.

7.1.2 Ms Wilson explained a recent compliment in relation to positive feedback on the advice given by NHS 24 staff.

7.1.3 The Board noted and took assurance from the updates provided.

## 7.2 COVID-19 Preparations and Response

7.2.1 Ms Smith confirmed since the time of writing, the pandemic situation has evolved at pace and asked that updates be provided from Executive Leads through the lenses of the Governance Committees. The report is presented to the Board for assurance.

### **Safe, Efficient and Person Centred (Lens of Clinical Governance Committee)**

7.2.2 Dr Ryan advised clinical content has been reviewed and updated to ensure everyone who has symptoms of Covid-19 is identified. She noted that all age group categories have now been included. Dr Ryan confirmed content on NHS inform is updated regularly and is being monitored by the Digital Team.

7.2.2.1 Dr Ryan noted the need for clinical decisions to be made in short order and in accordance with the Incident Management response. Assurance was sought on how best to ensure governance Committees have the opportunity for oversight and scrutiny of those clinical decisions. Assurance was provided that a record of all clinical decisions, rationale and risks for each is being recorded, and Dr Ryan highlighted that input from Non-Executive members was welcome. In these circumstances the Board endorsed the need for continued good governance and it was agreed that each of the lead Executive Officers would make suitable arrangements with their Committee Chair.

7.2.2.2 Ms Smith agreed an extraordinary meeting of the Clinical Governance Committee be convened to discuss these decisions. All Non-Executive Board Members are welcome to join this meeting. It was also noted that the Integrated Governance Committee would provide an opportunity for all Committee Chairs to reflect together on the collective nature of key decisions made during the course of the pandemic response.

**Ms Kerr**

7.2.2.3 Mr Tait asked for assurance on social distancing within the workplace. Dr Ryan confirmed national guidance for essential workers states one metre distancing, providing infection control measures are in place. This guidance has been endorsed by HPS, agreed at the Area Partnership Forum and also supported by Trade Unions.

### **Service Delivery (Lens of Planning and Performance Committee)**

7.2.3 Ms Phillips confirmed levels of activity at this time are unprecedented and NHS 24 staff are working hard to cope with this demand. The Covid-19 Community Pathway was launched across Scotland on 23 March 2020 in partnership with Scottish Government and territorial Health Boards.

7.2.3.1 Changes to the system include the Covid-19 Community Pathway Hub operating 24 hours a day, 7 days a week and the out of hours service is business as usual. Ms Phillips advised 65% of calls are taken in the in hours period.

7.2.3.2 NHS 24 continue to operate the Better Working Better Care system, resolving calls at first contact. This is proving challenging as more access to clinical

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resources is required. NHS 24 are working with Scottish Government and National Education Scotland (NES) who are running the National Programme for recruitment.

- 7.2.3.3 Dr Butler requested an update on Covid-19 testing for staff when they return to work. Ms Phillips advised testing on staff will be scaled up next week and will help staff return to work quicker.
- 7.2.3.4 Dr Butler asked if staff at NHS 24 would benefit from wearing Personal Protective Equipment (PPE) while at work. Dr Ryan confirmed as NHS 24 staff do not have direct contact with patients and are required to speak with the public over the telephone this would not be appropriate. Mr McMahon confirmed this process has been risk assessed and ratified by Health Protection Scotland (HPS). Ms Wilson noted National Services Scotland (NSS) will produce a paper to stipulate what PPE is required for each service.
- 7.2.3.5 Ms Phillips confirmed some NHS 24 services have been paused for the moment although noted all services associated with 111 Service are business as usual.
- 7.2.3.6 Ms Smith queried the primary care arrangements for Easter in the current circumstances. Ms Phillips confirmed some NHS 24 services have been paused for the moment although noted all services associated with 111 service and those services dealing with the high risk groups, such as Cancer Treatment Helpline, are business as usual.

### **Staff Wellbeing (Lens of Staff Governance Committee)**

- 7.2.4 Ms Mallinson requested assurance that staff are kept informed and have the opportunity to engage and contribute to possible solutions in relation to their own wellbeing. Ms Phillips confirmed staff receive regular communication updates and a wellbeing group has now been established. Specific guidance for staff has been produced and advises staff how to manage their own wellbeing. Trade Unions are involved in the twice daily incident management meetings where concerns can be raised. Ms Foster also highlighted her own weekly video message for staff which in a recent production, invites feedback from staff alongside solutions from their perspective.
- 7.2.4.1 Mr Glennie requested an update on the recruitment process. Dr Ryan confirmed the process has changed nationally. Job descriptions for GPs, Medics, Nurses, Dentists and Pharmacists have been produced and are specific in their nature of the requirements for these roles. It was noted that further discussion for Allied Health Professionals (AHP) is required. A temporary register has been created to record all details of incoming professional staff.
- 7.2.4.2 Ms Gallacher confirmed all non-front line staff have now been issued with a laptop and mobile telephone in order to facilitate working from home.
- 7.2.4.3 The Chief Executive thanked the Board for their focus on staff wellbeing and noted the extent of reform that has taken place in such a short period of time. The Chief Executive stressed the importance on retaining perspective in relation to the opportunities which the situation has provided in relation to future service design.

**Risk and Resilience  
(Lens of Audit and Risk Committee)**

7.2.5 Mr McMahon provided assurance that in relation to patient safety and staff welfare, this was captured as part of the resilience framework. It was confirmed risks are being closely monitored.

7.2.5.1 Ms Smith asked for assurance on the resilience of the Executive Management Team (EMT) and Senior Managers. The Chief Executive explained the challenges faced by the EMT and noted their contribution to date has been outstanding. As part of EMT resilience planning, it was agreed that the Director of Service Delivery would deputise, should the CEO be incapacitated. In the event of both the CEO and the Director of Service Delivery being incapacitated simultaneously, the Director of Service Development will deputise.

**Communications**

7.2.6 Ms Aspley confirmed external communications are being monitored as well as social media channels. The response from the public via social media has been positive. It was noted that the public are seeking advice through Facebook and Twitter and people are being signposted to the relevant online guidance and advice. There has been a national interest in NHS 24 for media relations and NHS 24 are supporting this and being as flexible as possible.

7.2.6.1 Ms Aspley confirmed work is ongoing to produce communications for Social Care staff with Primary Care Leads.

7.2.7 The Board noted the content and updates of the paper, for assurance.

**8 GOVERNANCE**

**8.1 Effective Board Governance Arrangements**

8.1.1 Dr Cheyne presented the paper to the Board for approval.

8.1.2 Dr Cheyne explained this has been discussed with the Chief Executive and Ms Smith and reflects the requirements of how we manage our governance arrangements. It was agreed that scheduled governance Committees will go ahead as planned where possible. Dr Cheyne drew to the attention of the Board that through Standing Orders he has provided delegated authority to the Chief Executive for expenditure up to £1m.

8.1.3 Mr Togneri agreed with the arrangements and also for extraordinary Committee meetings to be arranged when required.

8.1.4 Ms Smith suggested using Committee Chairs as a first point of contact through the Integrated Governance Committee to ensure everything is captured. The paper will be amended to reflect this decision.

8.1.5 In relation to the Remuneration Committee, it is anticipated the Executive Appraisal timetable will progress as planned. Formal guidance from Scottish Government is expected.

**Ms  
Huckerby**

8.1.6 The Board approved the recommendations as set out in the proposed new Board Governance Arrangements for the purposes of Covid-19 incident management arrangements.

## **8.2 Register of Interests**

8.2.1 Ms Huckerby presented the Register of Interests to the Board for assurance.

8.2.2 Ms Smith asked that any further update to the register be amended prior to uploading to the website.

8.2.3 The Board noted the Register for assurance.

## **8.3 Annual Confirmation of Committee Membership**

8.3.1 Dr Cheyne presented the Confirmation of Committee Membership to the Board for assurance.

8.3.2 Dr Cheyne confirmed this will be discussed further with the new Non-Executive Board Member who will join NHS 24 in May 2020.

8.3.3 The Board noted the Committee Membership for assurance.

## **9 STRATEGIC PLANNING AND DEVELOPMENT**

### **9.1 Change Portfolio Board Update**

9.1.1 Ms Huckerby introduced the update to the Board for assurance.

9.1.2 Ms Huckerby advised that the Change Portfolio Programmes are continually being reviewed in response to requirements of Covid-19, with much of the activity in a pause. The review has taken into consideration any activity which should be accelerated due to a direct correlation with the Covid response. Vital Project Management support has been deployed to support the pandemic, although at this stage key organisation priorities such as the Connect Programme and Estates Programme will continue.

9.1.3 Ms Huckerby noted the collaboration across National Boards has been excellent with key staff deployed to NHS 24 to help. Ms Huckerby also highlighted the continued engagement with key stakeholders across our change programmes.

9.1.4 The Board noted the update for assurance.

### **9.2 Estates Strategy**

9.2.1 Mr Snedden presented the Estates Strategy for approval.

9.2.2 Mr Snedden advised in the current circumstances the Golden Jubilee have indicated there may be potential for a delayed exit date for NHS24. Discussions are ongoing with the Golden Jubilee to agree a mutual approach. It was noted decisions may be required before the next Board meeting and the Board is asked to delegate authority to the Chair and Chief Executive as a practical measure in

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relation to the re-location of staff and submission of the Full Business Case to Scottish Government.

9.2.3

Mr Snedden noted it is less likely NHS 24 will be able to maintain the timeline for the move to new premises due to the current situation and availability of partners. Options are being discussed and an alternative timeline or phasing may be required.

9.2.4

The Board approved the recommendations.

**10**

## **PERFORMANCE**

### **10.1 Financial Performance Report**

10.1.1 Mr Snedden presented the report to the Board for assurance, noting key highlights.

10.1.2 Mr Snedden confirmed the underspend position is likely to be between £1m - £1.3m. Scottish Government have requested a weekly return on Covid-19 spend. It is hoped that NHS 24 can manage additional costs within their current allocation as some costs have been delayed into 2020/21 due to Covid-19. We will continue to have dialogue with SG regarding funding as the year end position becomes clearer.

10.1.3 Mr Snedden advised the Annual Accounts process may be delayed by 3 months due to Coronavirus although this has not yet been confirmed. Mr Snedden confirmed additional spend for Coronavirus is being captured separately.

10.1.4 The Board noted the report for assurance.

### **10.2 Workforce Performance Report**

10.2.1 Mr Miller presented the Workforce Performance Report and highlighted the key points.

10.2.2 Mr Miller confirmed HR roles have been reallocated to support Covid-19 with the exception of recruitment posts.

10.2.3 Training and Development activity in February was positive although it was noted due to current circumstances sign off will be affected for end of year figures.

10.2.4 Mr Webb asked for assurance that there are measures in place to support staff returns to work. Mr Miller confirmed this is ongoing although noted the process has changed.

10.2.5 The Board noted the report for assurance.

## **11 Action Log**

11.1 The Board reviewed the action log and asked actions still open to be updated and agreed to confirm closure of all actions recommended for closure.

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11.1.1 The Board approved the action log.

**12 Any Other Business**

12.1 Mr Glennie asked that in the current situation and in order to keep sight of the changing situation that the Risk Register should be presented to every Board meeting going forward.

Ms Smith on behalf of the Board expressed thanks to Mr Miller for his contributions to NHS 24. Mr Miller will take up a six month secondment with Scottish Government commencing in April 2020.

Ms Smith on behalf of the Board expressed thanks to Dr Butler for her contribution across a range of interests, particularly staffing and her dedication and passion for the service we deliver as this will be her last official Board Meeting.

Ms Smith informed the Board of the appointment of a new Non-Executive Board Member who will take up post in 1 May 2020.

The Board would like to express their praise and thanks to all staff for the incredible work they are doing at this challenging time. This message will be shared with staff via the weekly communications update.

**13 Date of Next Meeting**

13.1 Ms Smith confirmed the next NHS 24 Board meeting is on Thursday 18 June 2020, Virtual/TBC

13.2 The meeting was closed.

**Mr  
McMahon**

**Ms Aspley**