

**NHS 24  
BOARD MEETING**

**10 DECEMBER 2020  
ITEM 3  
APPROVED**

**MINUTES OF THE BOARD MEETING HELD  
ON THURSDAY 8 OCTOBER 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 8 October 2020.

**1 Welcome & Apologies**

**Members**

Dr Martin Cheyne	Board Chair
Ms Angiolina Foster	Chief Executive
Ms Madeline Smith	Vice Chair (Teams)
Mr Martin Togneri	Non-Executive (Teams)
Mr Albert Tait	Non-Executive (Teams)
Mr Mike McCormick	Non-Executive (Teams)
Mr Alan Webb	Non-Executive(Teams)
Ms Liz Mallinson	Non-Executive (Teams)
Ms Anne Gibson	Non-Executive (Teams)
Mr Kenny Woods	Non-Executive
Dr Laura Ryan	Medical Director
Ms Maria Docherty	Director of Nursing and Care
Mr John Gebbie	Interim Director of Finance

**In Attendance**

Ms Steph Phillips	Director of Service Delivery
Ms Ann Marie Gallacher	Chief Information Officer
Mr Dorothy Wright	Interim Director of Workforce (Teams)
Ms Lynne Huckerby	Director of Service Development
Ms Suzy Aspley	Head of Communications
Ms Paula Speirs	Associate Director of Planning & Performance
Ms Yvonne Kerr	Board Governance Officer
Mr Kevin McMahan	Head of Risk & Resilience (Teams) (Item 8.3)

**Apologies**

Mr John Glennie	Non-Executive
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## NHS 24 - GREEN

- 1.1 The Chair opened the meeting and welcomed all members. The Chair welcomed Mr Kenny Woods to his first official meeting as Non-Executive Board Member.
- 1.2 The Chair confirmed there were no items for discussion on the Consent agenda and proposed to review the use of the Consent Agenda at the Integrated Governance Committee to be held on 3 December 2020, with recommendations to the Board on 10 December 2020.
- 1.3 The Chair noted a Reserved session of the Board was held today to consider areas of commercial sensitivity.

Ms Kerr

## 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. Mr Glennie's declaration as a Non-Executive Board Member at Healthcare Improvement Scotland is noted as a standing declaration. Ms Smith also declared she is Head of Strategy at the Innovation School at Glasgow School of Art.

## 3 MINUTES OF PREVIOUS MEETING

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

## 4 MATTERS ARISING

- 4.1 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 The Chair provided an update on his activities since August 2020. The Chair indicated that he will be holding informal discussions with each Non-Executive Board Member over the next month.
- 6.1.1 The Chair provided an update on the Chief Executive Officer Recruitment process noting the progress and timetable.
- 6.1.2 The Chair, Chief Executive, Director of Service Delivery and Medical Director were invited to give evidence at the Health and Sport Committee held on 29 September 2020. The Chair noted the positive responses provided to the Committee.

Ms Kerr

**7. EXECUTIVE REPORT TO THE BOARD**

7.1 The Chief Executive introduced the report to the Board.

The Chief Executive updated the Board on two additional matters that were not included within the report (7.1.1 and 7.1.2).

**Board Chief Executives Meeting**

7.1.1 The Chief Executive advised that the Cabinet Secretary had joined a recent BCE meeting to emphasise the current priorities for the NHS in Scotland. The overarching priority is the protection and maintenance of Public Health.

**Remobilisation Plan**

7.1.2 Although no formal response has yet been received, initial indications from Scottish Government on our Remobilisation Plan are very positive. Our Sponsor Team recognise that our activities align well with the priorities set by the Cabinet Secretary.

**EU Exit Preparedness**

7.1.3 EU negotiations are continuing and Boards must be prepared for scenarios including a possible no deal. An update is expected before the end of the calendar year. The Chief Executive noted this is currently a relatively low risk for NHS 24. This will have a bigger impact on Territorial Boards as the focus is now on supply chain management.

**Mental Health**

7.1.4 Mr Woods asked for clarity on the advertising for the Mental Health Hub and also if NHS 24 staff are encouraged to use this service if required. Ms Phillips advised the public campaign is scheduled for this week to coincide with World Mental Health day. Ms Phillips also advised informal arrangements are in place for staff and they are encouraged utilise these.

**Public Partnership Forum**

7.1.5 Ms Smith suggested it would be helpful for Non-Executives to join these meetings when available. Ms Smith asked if the dates for these meetings could be shared.

**Ms  
Huckerby**

7.1.6 Ms Gibson noted that the Public Partnership Forum adds value to the organisation and also to programmes of transformation. Ms Gibson noted it would be helpful if the Key Principles from the recent review could be shared.

**Ms  
Huckerby**

**Change Portfolio**

7.1.7 Mr Togneri asked for clarity on the status of the Primary Care Triage service. Ms Huckerby noted that closure of the project is underway with final closure expected by the end of November, as staff are redeployed into the new urgent care pathway. Learning and insights from the development across the partnerships is firmly embedded in the development of NHS 24's work on the Redesign of Urgent Care.

7.1.8 The Board noted the report for assurance.

## **8 QUALITY & SAFETY**

### **8.1 Patient Stories**

- 8.1.1 Ms Docherty explained the circumstances of a recent complaint and the associated learning.
- 8.1.2 Ms Docherty provided the details of a recent compliment which was received via Care Opinion. A service user was having difficulty accessing the online form and after assistance from the Patient Experience Team a letter of compliment was received.
- 8.1.3 The Board noted and took assurance from the updates provided.

### **8.2 Service Quality Report**

- 8.2.1 Ms Huckerby introduced the report to the Board. She noted key highlights and asked Ms Speirs to provide more details.
- 8.2.2 Ms Speirs highlighted the Performance at a Glance, noting that care resolved at first contact target has been exceeded. Calls to Mental Health Services have increased and staffing in this service is causing challenges. Recruitment to this service is ongoing and data will improve once training has been completed.
- 8.2.3 Ms Smith expressed concern at the Breathing Space target. Ms Phillips confirmed that this is a smaller team than the Mental Health Hub with smaller call volumes.
- 8.2.4 Mr McCormick commented that the Average Time to Answer has increased. Ms Phillips noted this is higher than normal. However, the return of schools and testing has had an impact. Mr McCormick suggested more discussion on this at the next Planning and Performance Committee in November. **Ms Kerr**
- 8.2.5 Mr Togneri asked if the overall attendance figures include Covid absence. Ms Speirs advised this is not included as this is monitored separately for Scottish Government. This information will be shared with the Board. **Ms Speirs**
- 8.2.6 The Board noted the report for assurance.

### **8.3 Corporate Risk Register**

Mr McMahon joined the meeting.

- 8.3.1 Dr Ryan introduced the Risk Register to the Board and Mr McMahon provided the details.
- 8.3.2 Mr McMahon advised all risks were being monitored with no additional concerns at this time.
- 8.3.3 The Board noted the Risk Register for assurance.

## **9 STRATEGIC PLANNING AND DEVELOPMENT**

## **9.1 Change Portfolio Update**

9.1.1 Ms Huckerby introduced the update to the Board, highlighting that the Change Portfolio is aligned with organisational priorities and the Annual Operating Plan for this year.

9.1.2 Ms Huckerby noted that recruitment for additional call operators and clinical supervisors is underway to support the Redesign of Urgent Care programme. Recruiting clinical supervisors is more challenging and it was confirmed by Ms Phillips that all avenues to recruit are being explored, including seconded resource from other Health Boards.

9.1.3 The Board noted the plan for assurance.

## **9.2 Redesign of Urgent Care**

9.2.1 Ms Phillips introduced the report for assurance.

9.2.2 Ms Phillips advised recruitment is progressing for call operators and clinical supervision for this programme.

9.2.3 This is a whole system programme of redesign of urgent care, and while there is clearly a lead role for NHS 24 in developing access and pathways we are working as part of a national programme led by Scottish Government to deliver a significant programme of redesign. This will provide a single access route through 111 Service to a national pathway, with enhanced local decision making in every Health Board.

9.3.4 The pace and scale of this work is considerable and this is reflected in the key risks for NHS 24 and the programme as a whole. Scottish Government are committed to this programme and the need to ensure it is implemented ahead of winter to minimise risks to patients and staff in terms of Covid 19. Mr McCormick asked for assurance on the accountability for this programme. Ms Foster confirmed that this programme is led by Scottish Government.

9.2.5 NHS 24 are represented on all workstreams with the exception of one which relates to hospital discharge. All workstreams are progressing well. However, the timescales for delivery are proving challenging. It is crucial that NHS 24 and all partner Boards are synchronised to meet the timescales. A set of readiness criteria has been developed and each Board is required to submit an assessment against the criteria on a fortnightly basis to the national programme team and the final implementation decision will be made on that basis.

9.2.6 Other options are being explored, including a phased approach to the programme. Ms Smith asked if there are any additional risks with this phased approach. Ms Foster advised that it would be more beneficial to discuss the risks when a final option has been agreed.

9.2.7 The Committee noted the update for assurance.

## **9.3 Winter Preparedness**

## NHS 24 - GREEN

- 9.3.1 Ms Phillips introduced the update to the Board noting key highlights.
- 9.3.2 Ms Phillips provided assurance that our planning for winter is fully aligned with our planning for Covid 19
- 9.3.3 Ms Docherty updated the Board that the Flu vaccination clinics for NHS 24 are now underway. It was noted the % Key Performance Indicator (KPI) advised by Scottish Government is much higher than in previous years. Flu vaccination data will be captured as this is required to be submitted to Scottish Government. This will also include figures for staff who have been vaccinated by their GP's. Scenario planning is underway for a potential Covid 19 vaccination programme.
- 9.3.4 The Board noted the update for assurance.

## **10 PERFORMANCE**

### **10.1 Financial Performance Report**

- 10.1.1 Mr Gebbie presented the report to the Board for assurance, noting key highlights.
- 10.1.2 Mr Gebbie confirmed the year to date position at the end of August 2020 is an apparent overspend of £6.2m against the allocation letter. However, when the anticipated allocations are received it will reduce the overspend to £3.4m. Once full funding is secured for Covid related expenditure and the anticipated allocations are received, the year to date financial position will be an underspend of £137k. It is expected that this underspend will be used to partly offset Covid costs, resulting in a breakeven position overall.
- 10.1.3 An allocation for the Remobilisation Plan has since been received. 100% of funds have been received for Quarter one and 70% of the forecast for the rest of the financial year. A review in December will confirm the final amount for the year.
- 10.1.4 Mr Tait on behalf of the Board thanked Mr Gebbie and the Finance Team for their continued efforts and the significant work undertaken at this unprecedented time.
- 10.1.5 The Board noted the report for assurance.

## **11 CORPORATE GOVERNANCE MEETING DATES**

### **11.1 2020/21 Board and Committee Dates**

- 11.1.1 The Board approved the scheduled dates for the remainder of 2020/21.

### **11.2 2021/22 Draft Board/Committee Dates**

- 11.2.1 The Board approved the scheduled dates for 2021/22.

**12 ACTION LOG**

12.1 The Board reviewed the action log and confirmed closure of all actions recommended for closure and also confirmed to extend the dates for 673, 728 and 744.

The Board approved the action log.

**Ms Kerr**

**13 ANY OTHER BUSINESS**

13.1 The Chair advised that the Annual Review will be held on 19 October virtually with the Chair, Chief Executive and Cabinet Secretary. An update will be provided at the next meeting in December.

**14 DATE OF NEXT MEETING**

14.1 The Chair confirmed that the next NHS 24 Board meeting is on Thursday, 10 December 2020, Teams/Cardonald TBC.

14.2 The meeting was closed.