

**NHS 24
BOARD MEETING**

**27 FEBRUARY 2020
ITEM 3
FOR APPROVAL**

**MINUTES OF THE BOARD MEETING HELD
ON MONDAY 12 DECEMBER 2020**

Executive Sponsor:	Chief Executive
Lead Officer/Author:	Executive Assistant
Action Required	The Board is asked to approve the minutes as an accurate record of the discussion at the meeting held on 12 December 2019.

1 WELCOME & APOLOGIES

Members

Ms Madeline Smith	Interim Chair
Ms Angiolina Foster	Chief Executive
Ms Margo McGurk	Director of Finance and Performance
Dr Laura Ryan	Medical Director
Mr Mike McCormick	Non-Executive
Mr Martin Togneri	Non-Executive
Mr Graham Revie	Non-Executive
Mr Albert Tait	Non-Executive
Mr John Glennie	Non-Executive
Mr Eddie Docherty	Director of Nursing and Care

In Attendance

Ms Steph Phillips	Director of Service Delivery
Ms Ann Marie Gallacher	Chief Information Officer
Ms Lynne Huckerby	Director of Service Development
Mr David Miller	Director of Workforce
Ms Yvonne Kerr	Executive Assistant
Ms Suzy Aspley	Head of Communications
Ms Paula Speirs	Associate Director of Planning and Performance (from Item 9.1)
Mr Kevin McMahon	Head of Risk Management & Resilience (from Item 9.1)

Apologies

Mr Alan Webb	Non-Executive
Dr Juliana Butler	Non-Executive

Observers

Ms Margaret Totten	Public Partnership Forum Member
Ms Jane Turner	Public Partnership Forum Member

NHS 24 - GREEN

- 1.1 Ms Smith opened the meeting and formally welcomed Ms Turner and Ms Totten as observers and noted apologies as detailed above.

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.

Ms Smith's declaration as a Board member for Construction Scotland Innovation Centre was noted.

3 MINUTES OF PREVIOUS MEETING

- 3.1 The Board reviewed and approved the minutes of the Board meeting held on 3 October 2019.

4 MATTERS ARISING

- 4.1 There were no matters arising raised.

5 NOTES OF ANY OTHER BUSINESS

- 5.1 Ms Smith advised she had a few items to raise as AOB.

6 CHAIR'S REPORT

- 6.1 Ms Smith provided an update on her activities since the last Board meeting.

- 4 & 28 October 2019 – Board Chair Meetings.
- 15 October 2019 and 3 December 2019: Innovation and Reform Steering Group.
- 6 November 2019: Integrated Governance Chairs Group
- 12 November 2019: Board Member Appointment Planning Team.
- 14 November 2019: Scottish Health Awards.
- 15 November 2019: Mid-Year Review with Cabinet Secretary.
- 4 December 2019: Scottish Government Implementation Team (Health & Care Staffing) (Scotland) Act.

7 EXECUTIVE REPORT TO THE BOARD

- 7.1 Ms Foster presented the Executive Report noting key highlights.

- 7.2 Ms Foster confirmed at point 2.2 within the report NHS 24 are requesting Scottish Government approval and funding to support Out of Hours electronic prescribing.

NHS 24 - GREEN

- 7.3 It was noted a formal session with Policy Leads from Scottish Government was held in relation to Safe Staffing Legislation. Ms Foster confirmed due to the nature of the 111 Service, NHS 24 has a range of planning and review processes embedded to deliver many of the requirements of the legislation already.
- 7.4 Ms Foster thanked all those who had responded to the iMatter questionnaire and noted the results were positive.
- 7.5 Ms Aspley confirmed additional work is ongoing with Scottish Government to ensure patients are directed to the most appropriate channel for information, advice and treatment. Ms Aspley also confirmed there have been several negative comments recently on social media in relation to the non-availability of GP appointments locally. These are however not directly related to NHS 24 services.
- 7.6 Mr Glennie asked for confirmation on the final figures on the Flu Vaccination uptake from staff. Mr Miller confirmed he will confirm and advise.
- 7.7 The Board noted the update.

Mr Miller

8 QUALITY & SAFETY

8.1 Patient Stories

- 8.1.1 Mr Docherty explained the circumstances of a recent complaint and the associated learning.
- 8.1.2 Mr Docherty explained a recent compliment in relation to positive feedback on the advice given by NHS 24 staff.
- 8.1.3 The Board noted and took assurance from the updates provided.

8.2 Service Quality Report

- 8.2.1 Ms McGurk presented the report to the Board for assurance, noting key highlights.
- 8.2.2 Ms Phillips confirmed the Shift Review implementation commenced on 28 October 2019. It was noted that for the first 2 weeks performance was positive during the week, albeit still challenging on the weekends. Ms Phillips also advised of a recent decline in mid-week performance. The reasons for this decline are currently under investigation and may, in part, be linked to both the availability of Primary Care Emergency Centres (PCECs) within NHS Greater Glasgow & Clyde (GGC) and also a change on the referral process to these PCECs where they are available.
- 8.2.3 Ms Phillips also advised of a potential data issue with calls to the seasonal initiative service, which could also be affecting how performance is reported. The data shows fewer calls than normal are being answered, although there are more staff on shift. There have been recent changes to the reporting arrangements and it is unclear at this point, if this has caused other issues. Discussions are ongoing to resolve this as we go into the festive period.

NHS 24 - GREEN

- 8.2.4 Ms Phillips also noted there are now significantly more calls being transferred from Scottish Ambulance Service (SAS) to NHS 24 in the out of hours and the in hours periods. Ms Phillips is meeting with colleagues from SAS next week regarding clinical appropriateness to discuss the volume and safety of the calls.
- 8.2.5 Ms Phillips provided an update on the planning and projections for the festive period, noting resource and capacity will be maximised as we have forecast on the basis of increased demand, including the impact of the change in process at GGC and the level of SAS calls routed to NHS 24. Ms Phillips confirmed a joint enquiry hub with SAS will begin next week in relation to supporting improved management of the latter. The Board agreed it would be useful to be sighted on the weekly performance information report offered by Ms Phillips during the festive period. **Ms Phillips**
- 8.2.6 Mr Revie noted the staff rota is frozen during festive and due to the shift review there has been very little change to individual rotas and staff engagement is confirming no major issues are being raised which is a positive position to report going into winter. **Ms Phillips**
- 8.2.7 The Board noted the content of the paper, for assurance.
- 9 GOVERNANCE**
- 9.1 Corporate Governance Framework**
- 9.1.1 Ms McGurk presented the report to the Board for approval.
- 9.1.2 The Framework was recently submitted to the Audit and Risk Committee and is at the Board for final approval. The Board suggested a number of final changes below:
- 9.1.3 It is noted within the framework that Vice Chair appointments are approved by the Board. This should be amended to reflect Board Vice Chair appointments are approved by the Cabinet Secretary. **Ms McGurk**
- 9.1.4 It is noted within the framework that the Chair and Chief Executive are members of the Audit and Risk Committee. This to be amended to reflect that they are both able to attend the meetings although are not members of the Committee. **Ms McGurk**
- 9.1.5 It was noted there have been changes to the Sponsor Team at Scottish Government and this should be updated within the framework. **Ms McGurk**
- 9.1.6 It stipulates that three Non-Executives are required to attend for the meeting to be quorum. The Chair of the Committee can be one of the three and this should be detailed in the framework. **Ms McGurk**
- 9.1.7 Subject to the amendments above the Board approved the framework.

9.2 Corporate Risk Register

9.2.1 Ms McGurk presented the Risk Register to the Board for approval.

9.2.2 The Board approved the Risk Register.

9.3 Change Portfolio Framework

9.3.1 Ms Huckerby presented the Change Portfolio Framework to the Board for assurance, noting key highlights.

9.3.2 Ms Huckerby advised the SEDATe Board has recently been established and the outstanding Business Intelligence and Analytics Board will be established as soon as possible.

9.3.3 Ms Huckerby advised the proposed expansion of Primary Care Triage (PCT) for this week in NHS Lothian has been delayed due to technical issues. It is anticipated this will be delivered in January 2020.

9.3.4 The Dashboard provides visibility on current recorded PMO programmes. This will be refined to show alignment with the strategic priorities.

9.3.5 The Board noted the content of the report for assurance.

10 STRATEGIC PLANNING AND DEVELOPMENT

10.1 NHS 24 Strategy Review

10.1.1 Ms Foster presented the report to the Board for comment.

10.1.2 Ms Foster stated at the last meeting the Board felt it would be beneficial to use the 2017 Strategy as the baseline for the current review.

10.1.3 The Board discussed the Strategic Objectives and noted they broadly captured the main strategic objective areas going forward. The Board will spend more time discussing them in detail at the Development session in January 2020.

10.1.4 Ms McGurk advised that EMT will be reviewing the approach to the Strategy Review and the strategic objectives next week to ensure all the EMT members have a consistent interpretation of the objectives.

10.1.5 Ms Speirs also noted that the draft Annual Operating Plan is due for submission to Scottish Government in February 2020 and that formal agreement on the four objectives will be required as part of that process. The recommendations received from the Cabinet Secretary from the Mid-Year Review will also help to shape our priorities.

10.1.6 It was agreed to use the four strategic objectives as the framework for the next Executive Report to the Board.

10.1.7 The Board noted the report.

**Ms
McGurk**

10.2 Estates Programme Business Case Update

- 10.2.1 Mr Miller presented the update to the Board for decision.
- 10.2.2 Mr Miller outlined some specific highlights from the report and invited a discussion on whether the Board would support progressing with the previously agreed phased approach. This to include reflection on the confirmation now received from the GJNH that we will be able to retain the contact centre space until November 2021 but that we require to exit the HQ space by October 2020.
- 10.2.3 The Board discussed this in some detail and concluded that there was no compelling evidence which would support pausing the previously agreed phased exit from GJNH.

11 PERFORMANCE

11.1 Financial Performance Report

- 11.1.1 Ms McGurk presented the report to the Board for assurance, noting key highlights.
- 11.1.2 Ms McGurk confirmed the underspend forecast position of £1m by end of the year. Ms McGurk advised that Scottish Government have agreed the Board recommendation that this should be used to increase the in-year brokerage repayment.
- 11.1.3 The Board noted the report for assurance.

11.2 Workforce Performance Report

- 11.2.1 Mr Miller presented the Workforce Performance Report and highlighted the key points.
- 11.2.2 Mr Miller advised the October call handler trajectory figures have been scrutinised by EMT and the attrition rate for December is looking positive.
- 11.2.3 Mr Miller confirmed a recent internal audit into managing absence has not uncovered any issues beyond those detailed at the recent “deep dive” by Staff Governance Committee.
- 11.2.4 The pilot running in the East has concluded with positive results. The pilot will run in the Clydebank Contact Centre from January 2020 until October 2020 and staff from Norseman will provide support during this time.
- 11.2.5 Mr Miller noted work is ongoing with PDP objectives with a target of 80% by March 2020 and there has been good engagement across the organisation on this work.
- 11.2.6 Mr Togneri queried the table on page three. The Board agreed that this is causing some confusion and should be removed from further reports. The issues it addresses will be detailed in the narrative report.

Mr Miller

NHS 24 - GREEN

- 11.2.7 It was noted that the organisation is still below the forecast recruitment figures. Recruitment continues with inductions taking place through January to March. Internal movement of staff has been paused over the festive period although transfer commitments will be reinstated once recruitment figures are higher.
- 11.2.8 Mr Miller advised NHS 24 will be visiting universities in the coming months to encourage applications from undergraduates.
- 11.2.9 The Board noted the report for assurance.

12 Board Standing Committees

12.1 Clinical Governance Committee

- 12.1.1 Mr Tait presented the highlight report from 18 November and the approved minute from 19 August 2019.
- 12.1.2 The Board noted the reports for assurance.

12.2 Staff Governance Committee

- 12.2.1 Mr Glennie presented the highlight report from 4 November 2019 and the approved minute from 12 August 2019.
- 12.2.2 The Board noted the reports for assurance.

12.3 Audit and Risk Committee

- 12.3.1 Mr Tait presented the highlight report from 6 November 2019 and the approved minute from 8 August 2019.
- 12.3.2 The Board noted the reports for assurance.

12.4 Planning and Performance Committee

- 12.4.1 Mr McCormick presented the highlight report from 22 November 2019 and the approved minute from 15 August 2019.
- 12.4.2 The Board noted the reports for assurance.

13 Action Log

- 13.1 The Board reviewed the action log and confirmed closure of all actions recommended for closure. In addition it was agreed 701 would also be closed.
- 13.1.1 The Board approved the action log.

Ms Kerr

- 14 Corporate Governance Meeting Dates 2020/21**
Ms Smith presented the final proposed dates to the Board.
- 14.1 The Planning and Performance Committee scheduled for 25 November 2020 clashes with the SAS Board which Ms Smith and Mr Togneri are required to attend. It is proposed to secure another date in November for this meeting. **Ms Kerr**
- 14.2 Any further unsuitable dates to be notified as soon as possible. **All**
- 15 Any Other Business**
- Mid-Year Review Letter from Scottish Government**
Ms Smith noted this has been received and captures important feedback on current performance and future ambitions for NHS 24. A response is being prepared.
- Congratulations**
The Board extended congratulations to the Mental Health Team for winning the Campbell Christie Award at the recent Public Service Awards.
- The Board extended congratulations to the Accounts Payable/Receivable Team within the Finance Department for winning the Vat Liaison Best Small Board award.
- Non-Executive Recruitment**
Ms Smith reminded the Board the recruitment for Non-Executive Director's will go live on Friday 13th December 2019. Information to be sent to Non-Executives for wider sharing within their networks. **Ms Kerr**
- Reserved Session**
Ms Smith confirmed there will be Reserved Session held on 16th January 2019.
- New Chair**
Ms Smith thanked the Board for their support during her time as Interim Chair. Ms Smith confirmed this will be her last meeting as Chair as Dr Cheyne will take over from January 2020.
- 16 Date of Next Meeting**
- 14.1 The Chair confirmed the next NHS 24 Board meeting is on Thursday 27 February 2020, Clyde Contact Centre, Boardroom.
- 14.2 The meeting was closed.