

**NHS 24  
BOARD MEETING**

**2 APRIL 2020  
ITEM 3  
FOR APPROVAL**

**MINUTES OF THE BOARD MEETING HELD  
ON THURSDAY 27 FEBRUARY 2020**

<b>Executive Sponsor:</b>	Chief Executive
<b>Lead Officer/Author:</b>	Executive Assistant
<b>Action Required</b>	The Board is asked to approve the minutes as an accurate record of the discussion at the meeting held on 27 February 2020.

**1 Welcome & Apologies**

**Members**

Dr Martin Cheyne	Chair
Ms Madeline Smith	Vice Chair
Mr Martin Togneri	Non-Executive
Mr Albert Tait	Non-Executive
Dr Juliana Butler	Non-Executive
Mr John Glennie	Non-Executive
Mr Mike McCormick	Non-Executive
Mr Alan Webb	Non-Executive
Mr Graham Revie	Non-Executive
Ms Angiolina Foster	Chief Executive
Ms Margo McGurk	Director of Finance and Performance
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
Mr Mark Kelly	Associate Director of Nursing
Mr Damien Snedden	Deputy Director of Finance
Ms Paula Speirs	Associate Director of Planning & Performance
Ms Yvonne Kerr	Board Governance Officer
Mr Kevin McMahon	Head of Risk & Resilience (Item 9.2)
Ms Lynne Kane	Facilities Manager (Item 10.1)

**Observers**

Ms Sasha Callaghan	Board Mentoring Scheme
Ms Margaret Totten	Public Partnership Forum
Ms Gail McGregor	Head of Clinical Services
Dr Neil Broome	Locum GP

**Apologies**

Ms Elizabeth Mallinson	Non-Executive
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## NHS 24 - GREEN

- 1.1 The Chair opened the meeting and formally welcomed Ms Callaghan, Ms Totten, Ms McGregor and Dr Broome as observers and noted apologies as detailed above.

The Chair advised the Board of the appointment on the new Whistleblowing Champion Non-Executive Board Member Ms Liz Mallinson from February 2020.

## 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 12 December 2019.

## 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 January 2020.

- Ms Smith attended on behalf of the Chair on 27 January 2020 – Board Chairs meeting with Cabinet Secretary.
- Introductory meetings with Non-Executives
- Introductory meetings with Executive Directors
- Weekly meetings with Chief Executive
- 4 February 2020 – NHS 24 Board Member Appointment : Shortlist Meeting

Will be attending on 28 February 2020:

- Whistleblowing Champions On-Boarding Event with Ms Mallinson.

## 7 EXECUTIVE REPORT TO THE BOARD

- 7.1 The Chief Executive presented the Executive Report noting that it reports position updates against the four strategic priorities identified within the NHS 24 draft Operating Plan 2020/21-23, welcoming any feedback.

## NHS 24 - GREEN

7.2 The Chief Executive noted for attention paragraphs 2.4: Coronavirus and 3.1: Primary Care Triage and suggested a verbal update for both.

### **Coronavirus**

7.3 Dr Ryan explained NHS 24 has resilience planning in place. The Senior Management Team have twice daily meetings which include representatives from Staff Side. It was noted NHS 24 is still in the containment phase however, after recent announcements there has been an upsurge on activity in both the helpline and NHS Inform website. Contingency planning is underway in anticipation of escalation.

Ms Smith advised that a recent Scottish Ambulance Service (SAS) meeting had noted the good work of NHS 24 diverting calls to the correct place.

### **Primary Care Triage**

7.4 Dr Ryan advised the scheduled expansion of the 'hive' within East Lothian has been temporarily paused due to local challenges. A meeting with the Cabinet Secretary scheduled for 19<sup>th</sup> February has been postponed until March. This has delayed the commitment to the further expansion within NHS D&G in Q4.

### **Mental Health**

7.5 Ms Phillips noted the collaboration with Police Scotland will go live on 31 March 2020. This has been tested over two weekends and the Mental Health Hub is scheduled to expand in accordance with the 111 out of hours operating model during April.

### **Connect Programme Director**

7.6 Ms Huckerby informed the Board of the successful procurement of a Connect Programme Director. Ms Huckerby thanked Ms Spiers for managing the interim role.

### **Webchat**

7.7 Dr Butler asked for clarification on the Breathing Space Webchat Service and asked how this being monitored. Ms Phillips advised an evaluation report of Webchat has been produced and will send on to Dr Butler for information.

**Ms Phillips**

### **Better Working Better Care**

7.8 Full centre testing of the new supervision model took place in February within Cardonald and Aberdeen. This entailed 100% application of the new model. A detailed analysis report has been produced and was presented to the Clinical Effectiveness Group. Ms Phillips agreed to share this report with the Board. Mr Revie confirmed the feedback from staff on the new model has been positive.

**Ms Phillips**

7.9 The Board noted the update.

## **8 QUALITY & SAFETY**

### **8.1 Patient Stories**

8.1.1 Mr Kelly explained the circumstances of a recent complaint, noting this has been upheld and explained the associated learning.

8.1.2 Mr Kelly explained a recent compliment in relation to positive feedback on the advice given by NHS 24 staff. Mr Kelly noted there was a video from the family explaining their positive experience. It was agreed this would be shared at the next Board Meeting.

Mr Kelly

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

## **8.2 Service Quality Report**

8.2.1 Ms Speirs presented the report to the Board for assurance, noting key highlights.

8.2.2 Ms Speirs noted the report will be refreshed going forward in line with the Performance Framework Dashboard. Mr McCormick suggested a 13 month graph running January to January would be helpful for comparison.

Ms Speirs

8.2.3 Mr Togneri queried the decline in demand for January. Ms Phillips advised demand is returning to normal for this time of year. It was noted SAS also had a decline in demand for January.

8.2.4 Mr Glennie asked if Coronavirus was to reach pandemic status how would this affect performance. Ms Phillips advised while we are still in the containment phase the helpline supports a non-clinical response. However, if this were to escalated it would put additional pressure on the 111 Service.

8.2.5 The Board noted the content of the paper, for assurance.

## **9 GOVERNANCE**

### **9.1 Blueprint for Good Governance Self-Assessment and Action Plan**

9.1.1 Ms McGurk presented the report to the Board for approval.

9.1.2 This was presented at the last Board meeting for assurance and is now presented to the Board for approval.

9.1.3 The Board approved the Self-Assessment and Action Plan.

### **9.2 Corporate Risk Register**

9.2.1 Mr McMahon presented the Risk Register to the Board for approval.

9.2.2 Mr McMahon advised Internal Audit had carried out a Risk Maturity Assessment with no significant findings. The recommendations from this audit will inform the Risk Management Strategy which will be presented to the Audit and Risk Committee and then to the Board.

9.2.3 Mr McMahon referred to risk relating to EU Exit advising this will close although consideration will still be given to long-term staffing issues.

9.2.4 It was noted that a risk for Coronavirus is identified as part of winter planning. The risk score is likely to increase.

Dr Butler agreed Coronavirus is well managed from a patient perspective. She asked what is being done to protect our staff. It was noted relevant guidance for staff is available on the intranet and on NHS Inform.

9.2.5 Mr Glennie noted the risk on absence management and suggested this may need to be revisited as the audit report has now been received.

**Mr  
McMahon**

9.2.6 The Board approved the Risk Register.

## **10 STRATEGIC PLANNING AND DEVELOPMENT**

### **10.1 Property and Asset Management Strategy**

10.1.1 Ms McGurk introduced the Strategy noting a full annual report is presented to the Planning and Performance Committee. Ms McGurk asked Ms Kane to provide the details to the Board for approval.

10.1.2 Ms Kane advised that National Boards have been asked to produce a collaborative report for Scottish Government. This was agreed at the National Board Collaboration where five National Boards will produce a report and National Services Scotland will collate and combine into one report. The completed draft collaborative report will be issued for comments to the Board prior to submission to Scottish Government.

10.1.3 Ms Smith noted the reference to the Remuneration Committee being a subcommittee of Staff Governance Committee. It was suggested this to be removed from the report as is not relevant.

**Ms Kane**

10.1.4 Mr Togneri asked for clarification on how Governance will be managed on the collaborative report. Ms Kane advised this has not yet been agreed however discussions are ongoing and the Board will be advised once it is confirmed.

**Ms Kane**

10.1.5 The Board approved the Strategy.

## **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 we are close to the end of the financial year and have maintained financial projection for 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 accelerate the brokerage repayment in this financial year.

11.1.3 Mr McCormick noted this financial position may affect future funding. He stressed the importance of accurate expenditure projections. The Board are aware of the predicted spend for the last quarter.

11.1.4 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 confirmed attendance management remains an issue and the Board agreed the absence level is unacceptable. Improvement plans are in place to embed the new policy and manage absence going forward.

11.2.3 Mr Miller noted a new post has been created within the structure to concentrate specifically on this area.

11.2.4 The leadership development programme has had a good response from managers with much positive feedback. Evaluation on this will be completed.

11.2.5 Mr Miller noted work continues to increase the number of staff who have had an objectives set and an appraisal conversation. The target will be set as 80% completion for all staff for 20/21. Mr Miller assured that Board that staff appraisals continue to take place and he is working with the service to ensure these conversations are captured in the online Turas System which reports our progress.

11.2.6 Mr Tait noted that a risk for absence management has been on the register since 2015. This was discussed at the recent Audit and Risk Committee where a sectoral benchmark was requested. Mr Tait requested a further audit once implementation of the policy has progressed.

11.2.7 The Board noted the report for assurance.

## **12 Board Standing Committees**

### **12.1 Clinical Governance Committee**

12.1.1 Ms Smith presented the highlight report from 11 February 2020 and the approved minute from 18 November 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 13 February 2020 and the approved minute from 4 November 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 17 February 2020 and the approved minute from 22 November 2019.

Ms Phillips

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 10 February 2020 and the approved minute from 6 November 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.

**Ms Kerr**

13.1.1 Mr Togneri referred to action 673 and requested the joint SAS/NHS 24 Board Meeting be arranged and in the diary as soon as possible.

**Ms Speirs**

13.1.2 The Board approved the action log.

**14 Corporate Governance Meeting Dates 2020/21**

14.1 The Board approved the scheduled dates for 2020/21.

**15 Any Other Business**

The Chair on behalf of the Board expressed thanks to Ms McGurk for her service and contributions to NHS 24. The Board wish Ms McGurk every success in her new role as Director of Finance, NHS Fife.

**16 Date of Next Meeting**

14.1 The Chair confirmed the next NHS 24 Board meeting is on Thursday 2 April 2020, Boardroom, Clyde Contact Centre.

14.2 The meeting was closed.