

NHS 24

Approved Minutes of the Meeting of the NHS 24 Planning and Performance Committee held on 12 February 2024 at 10.00am in the Board Room, Lumina and via Teams (T)

PRESENT

Mr David Howe (in the Chair)
Mr Jim Miller
Ms Steph Phillips
Mrs Anne Gibson (T)
Mr John Gebbie
Ms Amina Khan (T)
Mr Alan Webb (T)

IN ATTENDANCE

Ms Ann-Marie Gallacher
Ms Jacqui Hepburn (T – until 12 noon)
Dr Martin Cheyne
Ms Paula Bauge (observing)
Ms Suzy Aspley
Ms Geraldine Mathew
Mr Patrick Rafferty
Mr Kevin McMahon (for risk item only)
Dr Martin Cheyne
Ms Tracy McMillan (minute) (T)
Mr John Barber

01. WELCOME, APOLOGIES AND INTRODUCTIONS

The Chair welcomed members present to the 12 February 2024 meeting of the NHS 24 Planning and Performance Committee. Apologies were noted from Dr Ron Cook and Ms Joanne Edwards; it was noted that Mr Patrick Rafferty was in attendance as her representative.

NOTED

02. DECLARATIONS OF INTEREST

The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made.

NOTED

03. MINUTES OF PREVIOUS MEETING OF 27 NOVEMBER 2023

The Committee considered the minute of the previous meeting held on 27 November 2023 [Paper No. Item 3.0]. It was noted that due to an error identified during another Committee, an amended version of the minute had been circulated via the diary invite.

Members agreed should this occur in future amended papers would be circulated via Teams.

The minute was then approved as a complete and accurate record.

APPROVED

a) MATTERS ARISING

Nil.

04. STRATEGY

04.1 STRATEGIC PORTFOLIO UPDATE (to include an update on Joint NHS 24/SAS Board Collaboration)

Ms Phillips made reference to the recent Service Transformation Summit which had taken place on 09.02.24. More than 50 leaders from across NHS 24 had attended and the day had been extremely positive scoping service development and optimisation of the digital technology platform when available.

With regard to the portfolio update Ms Phillips advised this demonstrated alignment across and between the portfolios and scoped out the workstreams before service transformation. She noted that analysis of the outputs is underway and that these will be made available shortly.

The question was asked if, knowing the current NHS financial situation, NHS 24 was comfortable committing to the work where finances for development and transformation will be limited.

Ms Phillips confirmed that work is underway to ensure capacity and resources are in place and that a clear set of priorities are available organisationally. A reduced number of objectives have been developed, allowing for more focussed conversations to take place when allocating resources and capacity. The Committee also noted that the finance and the delivery plans had been developed in tandem to minimise this risk.

Some members who had attended the summit commented that it had been an excellent day, with extensive collaboration evident and focussed conversations clearly identifying three or four critical priorities.

ASSURED

04.3 DELIVERY PLAN

Ms Phillips referred members to the Delivery Plan [Paper No. 4.3] and advised the Committee that the process for developing the plan had been different to the previous year. This time it is more aligned to the Medium Term Plan and the Strategy. It was also a joint commission for the Delivery Plan and Finance Plan. Therefore close working with the Finance Team had taken place to make sure the two plans align also.

There is now a set of agreed corporate objectives and the Strategic Planning Team have worked with delivery leads across the organisation to develop the details around that. Following on from that work Mr Barber advised sufficient details had been produced to develop seven overarching deliverables.

Ms Phillips advised she had met with the Health Planning Team at Scottish Government and that NHS 24 is working collaboratively with the Scottish Ambulance Service to ensure joint commitments are set out in delivery plans. She noted that the timescales for submission were early March and that NHS 24 remained on track to meet this timescale in line with Scottish Government guidance. Noted that the paper was on the agenda for approval to the NHS 24 Board, where approval will be sought to submit to Scottish Government.

Members commented that the Delivery Plan was a strong piece of work and advised they liked the focus in the document on health and wellbeing for NHS 24 staff. It was noted that in time,

due to evolving financial picture and formal review by Scottish Government, the document may require to be updated, but at this point in time it reflected the key priorities within the available resources for NHS 24.

With regard to keeping staff involved in the process, it was noted that, in addition to core communications plan, the delivery plan would be cascaded through objectives. SMT have been involved also and there are constant links with the Comms Team to update staff and provide regular communications.

The document was approved for submission to the reserved NHS 24 Board meeting on 29 February 2024.

APPROVED

04.2 3 YEAR FINANCE PLAN

The Committee received an update on the draft Finance Delivery Plan. There remain a number of key challenges for NHS Scotland and NHS 24 in respect of the Finance Plan. The Committee received detailed updates on specific outstanding considerations and assumptions and ongoing dialogue with Scottish Government in respect of these. The following points were noted:

- Funding has not yet been received for pay awards for 2024/25, although Scottish Government (SG) have advised funding will be made available.
- For every 1% pay award granted, this results in a cost of approximately £900k for NHS 24.
- Additional costs will come from Mental Health staff progressing up pay points.
- Funding has been set aside to cover costs associated with the STP and DTP.
- If funding for the RUC and Mental Health programmes is not available from SG, numbers for these programmes will require to be revisited and a discussion with SG will need to take place.
- If inflation drops by 1% this results in a saving of £192k for NHS 24.
- Savings will come from vacancy control.
- Estates will be reviewed with a view to generating income via sharing office space that is currently underutilised.
- Any NHS Board that does not achieve a saving of 3% risks being put into formal escalation process by Scottish Government.
- The paper referred to the Board meeting taking place on 29 February 2024. Noted that it should have referred to the Reserved Board session.
- Directors of Finance meet on a weekly basis now, rather than monthly with the aim of “speaking with one voice”.
- A consistent message will be conveyed to staff that 2024/25 will be a very challenging year financially for the whole health and care system.

The Committee discussed the impact of outstanding non-recurring funding commitments on operational planning, continued risk in respect of inflation and uncertainty around national pay negotiations, as well as the need to ensure NHS 24 is aligned with other Boards in terms of messaging to staff throughout the year.

The Committee agreed the draft Finance Plan could be presented to the Board Reserved Session on 29 February 2024 ahead of submission to Scottish Government in March.

APPROVED

4.4 EASTER PREPARATIONS

Mr Rafferty gave assurance that the preparations for Easter were well underway incorporating learning from the Festive period. It was noted that the pharmacy pathway had been successful in improving the patient journey and work was progressing to further extend and embed the use of advice and refer protocols. Therefore additional pathways are being reviewed to see if any can be implemented prior to Easter.

Ms Aspley advised that the Comms Team also had plans in place to support NHS 24 through Easter, notably in extensive use of social media.

The Committee took assurance from the presentation that sufficient planning had been implemented for the Easter period.

ASSURED

04.5 CLIMATE EMERGENCY AND SUSTAINABILITY UPDATE

Mr Gebbie referred members to the above paper [Paper No Item 4.5] and discussed the salient points. The following highlights were noted:

- At the end of Q4 a Climate Emergency and Sustainability Report will be submitted to Planning and Performance Committee for approval, prior to being submitted to the NHS 24 Board for sign off.
- One of the main things that is required is access to updates for energy.

- Although NHS 24 is keen that staff are able to attend centres for face to face meetings, etc., it is recognised that the carbon footprint needs to be considered.
- With regard to a query about learning from the workshop run by the national programme, Mr Gebbie advised he was unaware of the outcome, but that Dr Cook would be able to provide this information.

Members thanked Mr Gebbie for an informative update.

ASSURED

04.6 COMMUNICATIONS DELIVERY PLAN UPDATE

Ms Aspley referred members to the above document [Paper No Item 4.6] and highlighted the following:

- Regarding the Winter Campaign, high level evaluation results had been received.
- From an analysis undertaken on the campaign the Comms Team have discovered the public like transactional content – therefore work is ongoing with the Digital Team to develop this further.
- Work with the Finance Team secured a contract with YouTube to develop content. There is also an opportunity for the endowment fund from YouTube income.
- A human interest story – Forty Voices – will be produced.
- Noted that a member of staff in the Comms Team was the first modern apprentice and has now secured the role of Comms Manager for the AV Team.
- Partnerships with other Boards are being developed. Close working with Golden Jubilee National Hospital and NHS Lanarkshire has taken place and they have been offered NHS 24 AV services at cost, which they have been keen to utilise.
- Ms Aspley confirmed discussions had also taken place with VHS.

Dr Cheyne expressed thanks to the cross-directorate team for their hard work in ensuring the Annual Review session went smoothly. It had been a good day with many people attending.

Regarding Ramadan which is due to commence on 10/11 March 2024, Ms Aspley confirmed the Comms Team had been working on this and will ensure Ramadan is included in any communications.

Members thanked Ms Aspley for a helpful and informative report.

ASSURED

5 QUALITY AND PERFORMANCE STANDING ITEMS

05.1 PLANNING AND PERFORMANCE RISK REGISTER

Mr McMahon advised the above paper [Paper No Item 5.1] was on the agenda for today's meeting for assurance. The following points were noted:

- The cyber risk and finance planning risks had been updated.
- New risks had been outlined in the paper.

The Committee welcomed the updated risk register and accepted the update.

ACCEPTED

05.2 ORGANISATIONAL RESILIENCE

Mr McMahon introduced the organisational resilience paper [Paper No Item 5.2] and advised this had previously been submitted to Clinical Governance Committee. However responsibility for organisational resilience has now transferred to the Planning and Performance Committee.

He went on to say that a Resilience Group has been instigated and some training and learning exercises had been implemented.

Members agreed it was a very good paper and thanked Mr McMahon for the update, stating they will be keen to see how this subject develops.

ASSURED

05.3 CORPORATE PERFORMANCE REPORT

Ms Phillips drew members attention to the above report [Paper No Item 5.3] and highlighted the following points to note:

- The New Year weekend had been busier than the Christmas weekend and towards the end of January demand has been higher.
- At the time of submitting papers, absence figures had been unavailable, however since then they have been received and the clinical remain high.
- Ms Phillips confirmed it had only been the webchat data that had been an issue with the new webchat platform, which cannot report attempted webchats, and that other technical issues has been resolved.
- Regarding patient journey times, noted that there had been more positive than negative feedback on social media and that generally people are satisfied with the service they receive.

With regard to clinical absence, it was noted that one significant factor towards this is the fact that NHS 24 has a disproportionate number of clinical supervisors aged 50 and over who come to NHS 24 towards the end of their career. Ms Hepburn advised she had asked her team to undertake a further deep dive into the reasons for the clinical absence.

To encourage younger applicants, Workforce have been very active, attending careers events etc.

Mr Webb made the point that the Staff Governance Committee see the detail regarding change in workforce which is a long term piece of work. He went on to say that engagement with education establishments was an important factor, however sufficient input to this has been undertaken which should provide assurance that there is progress being made.

Members discussed patient feedback and it was agreed that the Committee would like to find out more about this. Therefore, this will be an item at a future meeting. In the meantime, Ms Phillips will discuss this further with the Performance Team. Noted that the figures within the report were from SEDS but it is hoped this will now be extended to the other services.

With regard to the complaints received for January 2024, and the suggestion that work could be undertaken to investigate and collate the themes of the complaints, it was noted that this was something that would sit with the Clinical Governance Committee.

It was note that the number of page views for NHS inform had reduced. Ms Gallacher advised that time and effort had been invested into creating a digital contact reporting suite which clearly demonstrates the views NHS inform received. She went on to say a far more comprehensive report will be produced in quarter 1 of year 2024/25 – which will demonstrate clearly what the numbers actually represent.

The final point on the paper concerned the Virtual Queue and it was noted that positive feedback had been received from patients. Ms Phillips stated there is real balance required concerning when the Virtual Queue is turned on/off. Understanding of the flow around it all is required and considerable work is ongoing with regard to this.

ASSURED

05.4 FINANCIAL PERFORMANCE REPORT

Mr Gebbie referred members to the above report [Paper No Item 5.4] and gave assurance that the figures are running to trend.

He went on to say that in terms of savings, everything was on target to fully achieve all savings by year end. It is believed funding will be received from Scottish Government for Mental Health and conversations are taking place with regard to funding for RUC.

Members thanked Mr Gebbie for a useful and informative report.

ASSURED

05.5 ESTATES AND FACILITIES REPORT

Ms Kane referred members to the above report [Paper No Item 5.5] and highlighted the following points:

- It had been anticipated the new Aberdeen site would go live early February 2024, however the centre is not yet complete so the new date for go live will likely be 05 or 06 March 2024.
- Regarding the Dundee site and the potential change in building use, a second letter has been issued but to date there has been no update from the Council.

It was noted that, with regard to the noise assessment at the Dundee centre, there has been assurances received from the landlord that alterations to the design have been undertaken and the proposal for student accommodation in Block B will not be pursued. Currently waiting for this alteration to be submitted to the council. The CLO have given assurance at present.

- An audit regarding clinical waste has been undertaken and NHS 24 is compliant with this.
- Agreement has been reached with the landlord at the Dundee site that there will be an overhaul of the shared lifts.

Members thanked Ms Kane for the informative update provided.

ASSURED

05.6 INFORMATION GOVERNANCE AND SECURITY REPORT

Ms Gallacher referred members to the above report [Paper No Item 5.6] and highlighted the following points:

- The number of data subject access requests received is increasing which has had a significant impact for staff working on this.
- There have been two notifiable instances in relation to outages caused by BT not managing patching work correctly. Therefore, additional steps have been put in place to prevent this in the future.

Members thanked Ms Gallacher for a useful and informative update.

ASSURED_

6 COMMITTEE WORKPLAN, ACTION LOG, TERMS OF REFERENCE & COMMITTEE HIGHLIGHTS

06.1 PLANNING AND PERFORMANCE COMMITTEE TERMS OF REFERENCE

Mr Howe referred members to the above document [Paper No Item 6.1] and members highlighted the following:

- Item 5.1b and Item 5.1c are duplicated – Item 5.1c will be removed.
- Consideration will be given as to whether there should be a Vice Chair of the Planning and Performance Committee.
- Climate Sustainability and Emergency needs to be added to the Committee's areas of responsibility.
- There should be reference to organizational resilience and planning.

Ms Mathew advised she would update the Terms of Reference to reflect the above and recirculate.

APPROVED WITH THE ABOVE AMENDMENTS

06.2 PLANNING AND PERFORMANCE COMMITTEE WORKPLAN 2024/25

Ms Phillips advised there had been some ongoing changes and therefore the workplan has been updated to reflect that. Going forward the workplan will be refined.

It was agreed the Climate Change and Anchors Strategic Plan items would be reviewed over the forthcoming year and then a decision will be taken if this should be reduced to being on the agenda bi-annually rather than quarterly.

APPROVED

06.3 INTEGRATED GOVERNANCE KEY POINTS

Noted that at the Integrated Governance Committee a general discussion takes place with regard to what is considered/approved/reviewed by the various Committees in NHS 24.

APPROVED

06.4 COMMITTEE HIGHLIGHTS FOR THE BOARD

Members approved that the following items discussed at the meeting today would be reflected in the Planning and Performance Committee Highlight Report to the forthcoming NHS 24 Board:

- Progress on Strategic Transformation Programme
- Finance Plan
- Delivery Plan
- Easter Preparedness

APPROVED

06.5 PLANNING AND PERFORMANCE COMMITTEE ACTION LOG

Members reviewed the action log circulated with the papers [Paper No Item 6.5] and agreed the following:

- The items already identified for closure will be closed.
- Item 376 – will be closed.
- Item 378 – Fire Report: can be closed as part of the Facilities Report.
- Item 380 – Power Bi work will be discussed at the May meeting.
- Item 385 – eRostering – closed as conversations are on-going with Scottish Government and this item came to this Committee for information only.
- Item 387 – RAAC – agreed this could be closed.
- Item 388 – Communication to Staff – closed as has occurred.

DISCUSSED AND AGREED

7 DATE AND TIME OF NEXT MEETING

Thursday 16 May 2024 at 10.00 am to 12 noon via Teams.