

NHS 24

**Minutes of the Meeting of the
NHS 24 Board
held on Thursday 29 August 2024 at 10:30 am
Boardroom, Lumina,
40 Ainslie Road, Hillington, Glasgow, G52 4RQ**

PRESENT

Mr Alan Webb (in the Chair)

Mr Martin Togneri
Ms Carol Gillie
Ms Anne Gibson
Ms Liz Mallinson
Mr David Howe
Ms Amina Khan
Mr Kenny Woods
Mr John Gebbie
Mr Jim Miller
Mr Andrew Moore
Dr Ron Cook

IN ATTENDANCE

Dr Jacqui Hepburn
Ms Steph Phillips
Ms Joanne Edwards
Ms Ann-Marie Gallacher
Ms Lisa Dransfield
Ms Abeer Macintyre
Mrs Geraldine Mathew (Minute)
Mrs Paula Matchett (Minute)

01. WELCOME, APOLOGIES AND INTRODUCTIONS

The Chair welcomed everyone to the August Board Meeting. Apologies were intimated on behalf of Dr Cheyne.

Mr Webb, Vice Chair, in the Chair on behalf of Dr Cheyne.

Officer apologies were noted from Ms Aspley, and Ms Dransfield was in attendance on behalf of Ms Aspley.

The Chair advised Board members that the Cabinet Secretary accepted Ms Marieke Dwarshuis' resignation effective from 1 August 2024. Ms Macintyre had been appointed as a Non-Executive Director of NHS 24 Board by the Cabinet Secretary as of 2 September 2024. Ms Macintyre was present at the Board meeting to observe.

NOTED

02. DECLARATIONS OF INTEREST

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

The Chair reminded all Board members to ensure that any changes to their Register of Interest be notified to the Board Secretary within one month of the change occurring.

**NHS 24 – OFFICIAL/OFFICIAL SENSITIVE
DRAFT – TO BE RATIFIED**

NOTED

03. MINUTES OF PREVIOUS MEETING OF 20 JUNE 2024

The Committee considered the minute of the previous meeting held on Thursday 20 June 2024 [Paper No. Item 03] and were content to approve the minute, subject to the following amendment:

Item 9.1 – Staff Governance Update – Amended to: - “The Board considered the approved minute of the Staff Governance Committee meeting of 05 February 2024 [Paper No. Item 12.2a] and the Highlight Report of the meeting of 09 May 2024 [Paper No. Item 12.2b] and were content to note these. **Mr Webb**, Chair of Staff Governance Committee provided an overview of the key points of discussion from the last meeting focusing on 2.2 from the highlight report.”

APPROVED

04. MATTERS ARISING

a) Rolling Actions Log

The Board considered the Rolling Actions Log [Paper No. Item 04a]. Members were invited to consider and approve the recommended closure of eight actions on the rolling action log.

Board members were content to approve this.

APPROVED

05. NOTES ON ANY OTHER BUSINESS

Members had been invited to raise any other matters not otherwise included on the agenda by the Board Secretary, prior to the meeting. There were no other matters raised.

NOTED

06. CHAIR'S REPORT

The Chair had provided an overview of activities since the last meeting of 20 June 2024, and these were included as an appendix for information. The Chair welcomed questions on the items included.

The Chair noted that Dr Cheyne had recently been involved in the recruitment process of the Chair within NHS Dumfries & Galloway.

The Board were content to note the Chair's Report, and the activities undertaken since the last meeting.

NOTED

07. EXECUTIVE REPORT TO BOARD

The Board considered the paper 'Executive Report to the Board' [Paper No. Item 07] presented by Mr Miller, Chief Executive.

Mr Miller noted that a subgroup had been established including Mr Miller, Dr Hepburn, Mr Gebbie and Ms Phillips to review and progress the four areas all NHS Boards had been asked to consider. The four areas included discretionary spend, review of funds, external communications and marketing, and recruitment controls.

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It was noted that Executive and non-Executive Board members had attended a Patient Safety Leadership Session visit to Norseman House on Tuesday 27 August 2024 and feedback from staff was positive.

Positive feedback was given about Advise and Refer as this created a more efficient experience for the patient but also a benefit for staff and their workload.

In summary, the Board were content to note the Executive Report and the overview of progress on the high-level activities associated with the delivery of the strategic priorities.

NOTED

08. PATIENT STORIES

Mr Moore, Director of Nursing & Care, provided an overview of a recent compliment received regarding a client who used the NHS 24 service for their wife who was experiencing problems with breathing as well as excruciating pain. The client advised that they had received a very quick response and thanked both NHS 24 and SAS for their professionalism and support.

The Chair thanked Mr Moore for the update and wished to note thanks on behalf of the Board to the individuals for sharing their stories and experiences with the Board and to the staff involved. Mr Moore advised that this feedback has been passed onto SAS also.

Mr Moore provided an overview of a recent complaint received regarding a client who had difficulty accessing Breathing Space webchat service. The client advised that the webchat was showing “available to chat” but stated when they pressed “available to chat” it said, “sorry no one available to chat” with no option for them to let someone know they were waiting.

Mr Moore advised that a team member tested the webchat service. The team member created an action to review the webchat messaging on Storm when no advisors were available. The outcome resulted in the Breathing Space webchat being updated to only show when an advisor was available.

The client was advised of the improvement and was content with the outcome.

The Chair thanked Mr Moore for the update and wished to note thanks on behalf of the Board to the individuals for sharing their stories and experiences with the Board and to the staff involved.

NOTED

08.2 RISK MANAGEMENT UPDATE

The Board considered the paper ‘Risk Management Update’ [Paper No. Item 08.2] presented by Mr Gebbie, Director of Finance, for assurance. The Board members were asked to review all risks and take assurance from the processes in place to manage risk in NHS 24.

Mr Gebbie noted there were currently thirty-six corporate risks in total. Seven risks have reduced in score, three new risks have been identified and three risks have been closed. All risks have been reviewed and updated at all committees before being presented to Board.

An update was provided from the recent internal audit, the Board were advised that the audit report was graded as effective and generated two recommendations regarding the target scores and dates and ensuring mitigating actions with assigned owners and time scales. The Enterprise Risk Framework has been reviewed and updated and presented to Audit and Risk Committee in August for assurance.

Mr Gebbie advised that risk RI-0009057 was updated to provide greater clarity following discussion at Planning & Performance Committee.

The Chair thanked Mr Gebbie for the update and invited comments and questions from members. There were no questions noted.

The Board were content to note the Risk Management Update and were assured by the information provided.

NOTED

09.1 CORPORATE DELIVERY PLAN 2024/25-27

The Board considered the paper 'Corporate Delivery Plan 2024/25-27' [Paper No. Item 09.1] presented by Ms Phillips, Director of Transformation, Strategy, Planning and Performance. The Board were asked to note the status and overview of the Corporate Delivery Plan and key highlights about progress in quarter one across the deliverables.

Ms Phillips advised that the Corporate Delivery Plan Quarter 1 was reviewed by the Executive Management Team and Planning & Performance Committee for assurance prior to Board.

The Chair thanked Ms Phillips for the update and invited comments and questions from members.

Board members thanked Ms Phillips for the update and noted a comprehensive and well-presented report. The Board were content to note this.

NOTED

09.2 CORPORATE STAKEHOLDER ENGAGEMENT FRAMEWORK

The Board considered the paper 'Corporate Stakeholder Engagement Framework' [Paper No. Item 09.2] presented by Ms Phillips, Director of Transformation, Strategy, Planning & Performance. Ms Phillips provided an overview of the key areas within the framework.

Board members were advised that there was stakeholder engagement ongoing with Directors, other Health Boards, and the Scottish Ambulance Service.

The Chair thanked Ms Phillips for the update and invited comments and questions from members. Discussion took place about proactive engagement, engagement with NHS Boards, how feedback from stakeholders was captured and how the framework would be evaluated.

The Board were content to note the Corporate Stakeholder Engagement Framework.

NOTED

09.3 STRATEGIC RISK REGISTER UPDATE

The Board considered the paper 'Strategic Risk Register Update' [Paper No. Item 09.3] presented by Mr Gebbie, Director of Finance. The Board were asked to review and approve the Strategic Risk Register.

Mr Gebbie advised Board members that there were currently seven strategic risks which have been reviewed by the Executive Management Team to update and align to the Corporate Plan.

Board members were notified that the Strategic and Corporate Risk Registers would remain separate, and the Risk Management Framework has been updated to reflect this.

The Chair thanked Mr Gebbie for the update and invited comments and questions from members. There were no questions raised.

The Board were content to approve the Strategic Risk Register Update.

APPROVED

09.4 RISK APPETITE STATEMENT

The Board considered the paper 'Risk Appetite Statement' [Paper No. Item 09.4] presented by Mr Gebbie, Director of Finance. The Board were asked to approve the Risk Appetite Statement following discussion at the Audit and Risk Committee.

Now that the Strategy and Corporate Delivery Plans for 2024/25 were in place, it was agreed that the review of the Risk Appetite Statement would return to being carried out annually following an agreement at the February Audit and Risk Committee. This would be in line with the strategic planning, financial planning, and workforce strategy.

The Risk Appetite Statement has been reviewed at EMT Business Meeting and Audit and Risk Committee prior to Board.

The Chair thanked Mr Gebbie for the update and invited comments and questions from members. There were no questions raised.

The Board were content to approve the Risk Appetite Statement.

APPROVED

09.5 CLIMATE EMERGENCY AND SUSTAINABILITY PROGRAMME QUARTERLY UPDATE

The Board considered the paper 'Climate Emergency and Sustainability Programme Quarterly Update' [Paper No. Item 09.5] presented by Dr Cook, Medical Director. The Board were asked to take assurance from the CESP Update and advised that it had been presented at the Planning and Performance Committee meeting in August.

Dr Cook advised that the national eLearning module on Environmental Sustainability was now live on TURAS with signposting at the end of the module to the NHS Sustainability intranet page.

NHS 24 have targeted a 20% reduction in train and car travel. This was in line with the Scotland's Update to the Climate Change Plan 2018-2032.

The introduction of Virtual Queue functionality was tested extensively and was improving the patient experience when calling the 111 service.

The Chair thanked Dr Cook for the update and invited comments and questions from members.

A discussion took place regarding a target matrix for the organisation as well as an action plan and it was agreed that this would be updated and presented to the Board, as per previous agreement.

Mr Gebbie advised that travel savings target would be included within the Finance Plan for the first time.

A suggestion was made to present the CESP in the same format as the Corporate Delivery Plan for consistency and standardisation, Dr Cook advised he would consider this for future updates.

The Board were content to note Climate Emergency and Sustainability Programme Quarterly Update.

ACTIONS: Dr Cook

NOTED

09.6 PROCUREMENT STRATEGY 2024-2026

The Board considered the paper 'Procurement Strategy 2024-2026' [Paper No. Item 09.6] presented by Mr Gebbie, Director of Finance. This report was presented to Board for approval.

Mr Gebbie advised that the Strategy was presented and reviewed by EMT and PPC for approval and was presented to Board members for approval before becoming the agreed Procurement Strategy for NHS 24.

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The Chair thanked Mr Gebbie for the update and invited comments and questions from members.

Mr Howe advised that the Strategy would be reviewed by PPC on an annual basis.

Following discussion, Mr Gebbie agreed that it would be beneficial to pick up items from the Procurement Strategy 2024-2026 for inclusion in the Annual Report.

The Board commended and approved the Procurement Strategy 2024-2026.

ACTIONS: Mr Gebbie

APPROVED

10.1 DUTY OF CANDOUR ANNUAL REPORT 2023/24

The Board considered the paper 'Duty of Candour Annual Report 2023/24' [Paper No. Item 10.1] presented by Mr Moore, Director of Nursing & Care. The Board were asked to approve the publication and onward submission to Scottish Government, this report covers period from April 2023 – March 2024.

The Chair thanked Mr Moore for the update and invited comments and questions from members.

A discussion took place about discrepancies within the publication, e.g., whether all patients had been assured, and whether all reported had been shared, and it was noted that these would be clarified before submission to Scottish Government.

The Board were content to approve the report for submission to Scottish Government, pending the changes noted above.

ACTIONS: Mr Moore

APPROVED

10.2 PATIENT & SERVICE USER FEEDBACK ANNUAL REPORT 2023/24

The Board considered the paper 'Patient & Service User Feedback Annual Report 2023/24' [Paper No. Item 10.2] presented by Mr Moore, Director of Nursing and Care. The Board were asked to approve the report and publication before onward submission to Scottish Government.

Mr Moore highlighted key points including 17% decrease in patient feedback in 23/34 and NHS 24 have received 187 stories on Care Opinion during the reporting period.

The Chair thanked Mr Moore for the update and invited comments and questions from members.

The Board were content to approve the report for publication and submission to the Scottish Government.

APPROVED

10.3 EQUALITY, INCLUSION AND RIGHTS GROUP (EIRG) – PROGRESS REPORT

The Board considered the paper 'Equality, Inclusion and Rights Group – Progress Report' [Paper No. Item 10.3] presented by Ms Phillips, Director of Transformation, Strategy, Planning & Performance. The Board were asked to note the progress in year 1 for the EIRG.

EIRG was established as a working group of the Board with both Mr Webb and Ms Phillips as members. Ms Phillips assured Board members that the EIRG was not intended to duplicate governance arrangements but to provide assurance that adequate progress was being made in embedding NHS 24's approach to equalities, inclusion, and rights across the organisation.

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The Chair thanked Ms Phillips for the update and invited comments and questions from members. Board members noted that the report was very helpful.

A discussion took place about stakeholder engagement and Ms Phillips advised that there was regular input from both Public Partnership Forum and Youth Partnership Forum, with PPF as members of the group.

It was noted within the report that not all the thirteen actions set out in the Value Based Health and Care Action Plan were aligned to NHS 24.

The Board were content to note the EIRG Progress Report.

NOTED

11.1 CORPORATE PERFORMANCE REPORT

The Board considered the paper 'Corporate Performance Report' [Paper No. Item 11.1] presented by Ms Phillips, Director of Transformation, Strategy, Planning & Performance. This paper was presented to NHS 24 Board to provide assurance on the quality and performance of services provided for period ended 31 July 2024. Ms Phillips noted the key points including the demand level and clinical supervision.

The Chair thanked Ms Phillips for the update and invited comments and questions from members.

Ms Gallacher advised that a demonstration had been created for the new dashboard reporting digital contacts. The EMT had reviewed this, and the next steps were to move this from a manual process to an automatically generated report in an interactive and dynamic way. An interim report would be presented to the Board meeting (December), as part of the Corporate Performance Report, following discussion at the next Planning & Performance Committee (November).

Dr Hepburn advised that there was a 10% reduction in clinical absence levels in August 2024. A recruitment drive was underway for full time clinical supervisors to address the challenges with clinical supervision and fifty-two applications had been received, as well as ten applicants for hybrid roles in Inverness. This would start the process of front-line staff being able to adopt a hybrid working method in the future.

Work has been ongoing regarding nursing roles within NHS 24, and it was noted that applicants were being made aware of the recruitment process, with clear information on what was involved, and there had been an open evening for full time roles and hybrid roles.

The Board were content to note the report and were assured by the information provided regarding the quality and performance of services provided for the period ended 31 July 2024.

ACTIONS: Ms Gallacher

NOTED

11.2 FINANCIAL PERFORMANCE REPORT

The Board considered the paper 'Financial Performance Report – M04' [Paper No. Item 11.2] presented by Mr Gebbie, Director of Finance. The Board was asked to take assurance from the M4 Finance report which showed the financial position of NHS 24 as at July 2024.

Mr Gebbie highlighted one key point from the report which was that NHS 24 was reporting an overspend of £190k for month four, however there remained a further £8.2m of allocations anticipated.

The report was reviewed by both EMT and PPC before being presented to the Board.

The Chair thanked Mr Gebbie for the update and invited comments and questions from members.

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Following a question regarding the pay award for 2024/25, Mr Gebbie noted that confirmation of funding for this was awaited. The risks associated with this would be discussed further at the next Audit & Risk Committee when more information would be available.

The Board were content to note the report and were assured by the financial position of NHS 24 as at July 2024.

NOTED

11.3 WORKFORCE PERFORMANCE REPORT

The Board considered the paper 'Workforce Performance Report' [Paper No. Item 11.3] presented by Dr Hepburn, Deputy Chief Executive and Director of Workforce. The Board were asked to note the Workforce Report in terms of progress made in quarter one and the overall 12-month picture for the rolling year.

Dr Hepburn highlighted that the overall completion level for essential learning was over 90%, iMatter survey had a 76% completion rate, up 6% from 2023, and attrition has reduced by 4.53%. Progress had been made with regards to implementation of the reduced working week.

The Chair thanked Dr Hepburn for the update and invited comments and questions from members.

A discussion took place about the completion of appraisals and what was being done to improve on these. It was noted that drop-in sessions were being offered to staff, appraisals were a standing agenda item at team meetings and all appraisal plans were to be completed by end of November 2024.

Board members commended the report and noted that the information was positive. Dr Hepburn advised that she was optimistic of further improvements in the coming year.

The Board were content to note the Workforce Report.

NOTED

12.1 CLINICAL GOVERNANCE COMMITTEE

The Board considered the approved minute of the Clinical Governance Committee meeting of 23 May 2024 [Paper No. Item 12.1a] and the Highlight Report of the meeting of 06 June 2024 [Paper No. Item 12.1b] and were content to note these. Mr Togneri, Chair of Clinical Governance Committee, provided an overview of the key points of discussion including Health and Care Staffing Quarter 1 Report 2024/25, Risk Review Update, SMS satisfaction survey and annual review of self-effectiveness survey.

Mr Togneri also advised Board members that CGC had recently undertaken a deep dive of Urgent and Unscheduled Care, and this had been added to the Board Workplan for presentation to all Board members at a future Board Workshop session.

The Chair thanked Mr Togneri for the update.

NOTED

12.2 STAFF GOVERNANCE COMMITTEE

The Board considered the approved minute of the Staff Governance Committee meeting of 09 May 2024 [Paper No. Item 12.2a] and the Highlight Report of the meeting of 01 August 2024 [Paper No. Item 12.2b] and were content to note these. Mr Webb, Chair of Staff Governance Committee provided an overview of the key points of discussion including Attrition Deep Dive and positive feedback within the Annual Committee Self Effectiveness Survey results.

Mr Webb noted that attrition had been embedded within the Cultural Dashboards and all staff leaving the organisation completed an exit interview. He noted that the Committee had discussed the Shift Review Phase 2, and that the Committee had received a paper on the Post Implementation Shift Review Benefits and Realisation.

NOTED

12.3 AUDIT AND RISK COMMITTEE

The Board considered the approved minute of the Audit and Risk Committee meeting of 15 August 2024 [Paper No. Item 12.3a] and the Highlight Report of the meeting of 06 June 2024 [Paper No. Item 12.3b] and were content to note these. Ms Gillie, Chair of Audit and Risk Committee, provided an overview of the key points including the Cyber Risk Register and Internal Audit Plan.

The Chair thanked Ms Gillie for the update.

NOTED

12.4 PLANNING AND PERFORMANCE COMMITTEE

The Board considered the approved minute of the Planning and Performance Committee meeting of 16 May 2024 [Paper No. Item 12.4a] and the Highlight Report of the meeting of 08 August 2024 [Paper No. Item 12.4b] and were content to note these. Mr Howe, Chair of Planning and Performance Committee, provided an overview of the Virtual Queue and noted that positive staff and patient feedback has been received.

The Chair thanked Mr Howe for the update.

NOTED

12.5 INTEGRATED GOVERNANCE COMMITTEE

The Board considered the approved minute of the Integrated Governance Committee meeting of 07 December 2024 [Paper No. Item 12.5a] and the Highlight Report of the meeting of 25 June 2024 [Paper No. Item 12.5b] and were content to note these. Mr Webb advised Board members of the key points discussed including a review of Board and Committee Cover papers.

NOTED

13.1 BOARD AND COMMITTEE COMPOSITION UPDATE

The Board considered the paper 'Board and Committee Composition Update' [Paper No. 13.1] presented by Mr Webb. The paper provided an update on recent changes to Board and Committee composition including the resignation of Ms Dwarshuis, non-Executive Director of the Board, with effect from 1 August 2024, and the appointment of Ms Macintyre, as non-Executive Director of the Board, with effect from 2 September 2024. The paper also noted several changes to Audit & Risk Committee, Clinical Governance Committee, Staff Governance Committee, Remuneration Committee, the appointment of the Sustainability Champion, and a number of Executive Director appointments. The paper outlined a proposal to continue with current arrangements in respect of succession planning, and that there was not a need to establish a Succession Planning Committee, however, Mr Webb, Vice Chair, had agreed to provide a lead role in ensuring ongoing succession planning for the NHS 24 Board.

The Board wished to formally note thanks to Ms Dwarshuis for her commitment and contributions to the Board and to the work of NHS 24, over the years since her appointment, and wished Ms Dwarshuis well with her future endeavours.

The Board were content to approve the updated Board and Committee Composition.

APPROVED

14.1 AOCB

The Chair invited members to raise any other competent business. There was no other business raised.

NOTED

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DATE OF NEXT SCHEDULED MEETING

Thursday 31 October 2024, 10:00am

The meeting concluded at 12.07pm