

NHS 24

**Minutes of the Meeting of the
NHS 24 Board
held on Thursday 31st October 2024 at 10:30am
Boardroom, Lumina,
40 Ainslie Road, Hillington, Glasgow, G52 4RQ**

PRESENT

Dr Martin Cheyne (in the Chair)

Mr Alan Webb
Mr Martin Togneri
Ms Carol Gillie
Ms Anne Gibson
Ms Liz Mallinson
Mr David Howe
Ms Amina Khan
Mr Kenny Woods
Ms Abeer Macintyre
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 Suzy Aspley
Mrs Geraldine Mathew (Minute)
Mrs Paula Matchett (Minute)

01. WELCOME, INTRODUCTIONS and APOLOGIES

The Chair welcomed everyone to the October Board Meeting.

The Chair congratulated Mr Kenny Woods on being re-elected as the Employee Director and subsequently invited to serve a further 4-year term as a Non-Executive Director of the Board by the Cabinet Secretary.

A formal welcome was given to Ms Macintyre following her appointment as a Non-Executive Director of NHS 24 Board as of 02 September 2024.

The Chair reminded board members of the NHS 24 Annual Review public session being held on 27 November at 10.30am in The Golden Jubilee Hotel and the Board Workshop Session on 28 November. The members were advised the Board Workshop would now be split into two sections with a Board Reserved meeting followed by a Board Workshop session on Cyber Security.

There were two observers present, Ms Carol McCambley, User Research Manager, NHS 24 and Ms Ann MacDougall, Chair of Public Partnership Forum (PPF).

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.

NOTED

03. MINUTES OF PREVIOUS MEETING OF 29 AUGUST 2024

The Committee considered the minute of the previous meeting held on Thursday 29 August 2024 [Paper No. Item 03] and were content to approve the minute as a complete and accurate record.

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 six actions on the Rolling Actions Log.

Following discussion, it was agreed that the actions which were included on the Board Workplan (for presentation to the Board in December) those being actions 849, 853, and 856, would remain on the Rolling Actions Log until the December Board meeting.

The Board were content to approve the recommendation to close the remaining three actions recommended for closure.

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.

APPROVED

06. CHAIR'S REPORT

The Chair had provided an overview of activities since the last meeting of 29 August 2024, and these were included as an appendix for information. The Chair welcomed questions on the items included.

The Chair highlighted that Spotlight Awards were taking place throughout NHS 24 Centres and the initial feedback has been positive. Ms Gibson would attend the awards at Norseman House on behalf of the Board Chair.

The Chair thanked Ms Ainsley McClune and her team for all their work in organising and presenting the awards ceremonies and formally thanked NHS Credit Union and Unison for their generous donations and support of the awards.

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 gave an overview of the Executive Report and highlighted various key points.

The Digital Transformation Programme (DTP) continued to progress, and exceptional work has been carried out by Dr Hepburn and team throughout the procurement process.

The Spotlight Awards had commenced and was a great opportunity to highlight the dedication and recognition for staff. It has encouraged positive staff engagement, with many staff delighted to have been nominated for an award. Mr Miller thanked Ms Aspley and her team for all their hard work.

Ms Aspley advised the Board that the Communications Team had won The Herald Top Employer Best Internal Communications Award recently. The Board congratulated the Communications Team, and the Chair commented that external recognition of their hard work was an excellent achievement.

Mr Miller advised that there had been an increase in call volume, and this would likely continue throughout the winter period and remain a key challenge.

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

It was noted that during a Patient Safety Leadership visit, staff had commented on the Advise & Refer system, with positive feedback received. The system allowed calls to be completed quicker, enhancing the patient journey and the staff experience.

A discussion took place about the Corporate Escalation Plan, and it was noted that this plan is governed under the Audit & Risk Committee. It was agreed that an update on corporate escalation would be provided at the next Planning & Performance Committee meeting, as part of the Organisational Resilience update.

It was noted that the Clinical Advice Line was in place for eight days in September and following its success and positive feedback, would be implemented for two weeks during festive. There were several staff with different skill sets managing the line including Clinical Services Managers and Associate Medical Directors.

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

ACTION: Mr Gebbie

NOTED

08.1 PATIENT STORIES

Mr Moore, Director of Nursing & Care, provided an overview of a recent compliment received regarding a service user who called Breathing Space and had a positive journey. The service user advised that they felt so comfortable that they were able to talk openly with the Call Handler. The Call Handler normalised their feelings and helped to remind them of their previous goals and intentions before life got tough. The Call Handler listened and reflected back to them, as well as bringing to the surface that even though life was hard for them at the moment that it was their choice how they navigate the next chapter. The individual closed their feedback thanking the Call Handler by saying "Thank you, Lena. May life be good to you and show you the kindness you showed me."

Mr Moore then provided an overview of a recent complaint received regarding a public protection referral being raised unnecessarily. The patient advised they called 111 for their young daughter. Clinical supervision was carried out and due to the assessment, this resulted in a delay for the patient to receiving appropriate clinical care.

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Additional training has been given to staff following on from this including review of the Public Protection clinical process, referral communication and the importance of Public Protection Training as part of their essential learning. The outcome and improvement suggestions have been communicated back to the complainant.

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

09.1 CORPORATE DELIVERY PLAN UPDATE

The Board considered the paper 'Corporate Delivery Plan Update' [Paper No. Item 09.1] presented by Ms Phillips, Director of Transformation Strategy, Planning & Performance for assurance. The Board were asked to note the status and overview of the Corporate Delivery Plan and progress against these as part of the quarter two update and mid-year review.

Ms Phillips highlighted key points of Corporate Delivery Plan Update and noted that DTP had reached a significant milestone in Q2 with the completion of the Contact Centre/Customer Relationship Management (CC/CRM) procurement phase.

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

In response to a question regarding winter preparedness, Ms Phillips assured members that a significant amount of detailed planning work had been undertaken to prepare for the winter period, and this was continually monitored and adjusted. Ms Edwards added that festive rotas have been issued and recruitment and induction of clinical supervisor posts was well underway with newly inducted staff in place for the festive period. This was being balanced with the requirements for DTP. Dr Hepburn assured members that a substantial amount of work was being taken forward through DTP, including full analysis of the requirements and commitments, the number of staff released for DTP work, and the Strategic Delivery Group (SDG) had been fully assured that all pressure points had been considered and that the organisation was in a positive position.

In summary, the Board was content to note the status and overview of the Corporate Delivery Plan and progress made against this as part of the quarter two, and mid-year review.

NOTED

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10.1 CORPORATE PERFORMANCE REPORT

The Board considered the paper 'Corporate Performance Report' [Paper No. Item 10.1] presented by Ms Phillips, Director of Transformation Strategy, Planning & Performance for assurance. The Board was asked to note the quality and performance of services provided for period ended 30 September 2024 and the report set the context for more detailed discussion on current performance.

Ms Phillips highlighted key points including overall demand increase in September which was partially attributable to local public holidays. There had been an increase in time to access and challenges remained in respect of clinical supervision, however there was position traction in relation to recruitment. September saw the highest number of virtual queue requests received, which represented 15% of overall demand.

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

Following a question regarding the challenges in relation to clinical supervision, Dr Cook provided an overview of progress in relation to the review of the decision support tool, the revised endpoints, and noted that this had facilitated an increase in clarity and confidence amongst staff. Ms Edwards provided an overview of a number of actions underway to address this, including dedicated clinical leadership to carry out the review of the protocols, the average handling time modelling, changes to the IVR system, recruitment of full time positions, and the ongoing collaboration with Scottish Ambulance Service (SAS) regarding clinical support and paramedic staff.

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In response to a question regarding the whole system impact of secondary care outcomes, specifically those resulting in a 999 call, and the drivers of this, Ms Phillips assured members that work was ongoing to consider and understand the causes of this. This was within the parameters however greater understanding was required.

A question was raised regarding the level of SMS patient survey responses. Ms Phillips noted that this was currently between 15-20%, which was approximately three times the previous volume received via postal surveys.

Discussion took place regarding the level of sickness absence and benchmarking across NHS Scotland, and Dr Hepburn assured members that significant work continued to improve this. Absence levels across all Boards were increasing, however Dr Hepburn noted that NHS 24 absence remained below that of similar Boards.

NOTED

10.2 FINANCIAL PERFORMANCE REPORT

The Board considered the paper 'Finance Performance Report M6' [Paper No. Item 10.2] presented by Mr Gebbie, Director of Finance. The Board was asked to take assurance from the M6 Finance Report which showed the financial position of NHS 24 as at September 2024.

Mr Gebbie highlighted key points from the report including a year-to-date underspend of £30k at month 6, the pay award funding agreed which would be implemented from October 2024 with back pay to staff in November 2024, and that the savings plans remained on track to meet objectives for 2024/25.

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

The Board members thanked Mr Gebbie for the positive report which was easy to follow and noted that it was excellent to see that NHS 24 remained on track during this challenging period.

NOTED

10.3 WORKFORCE PERFORMANCE REPORT

The Board considered the paper 'Workforce Quarterly Report Q2' [Paper No. Item 10.3] presented by Dr Hepburn, Deputy Chief Executive and Director of Workforce for assurance. The Board was asked to note the Workforce Report in terms of progress made in Q2 and that the Workforce Directorate, in collaboration with other Directorates, had made significant progress which was demonstrated by the majority of key performance indicators (KPI's) either meeting or exceeding target.

Dr Hepburn highlighted key points of the report including Workforce Plan Year 3 refresh questionnaire meetings which took place with all Directors across July/August, the outputs of which would be incorporated into the Workforce Strategy Year 3 refresh; the overall compliance level for Essential Learning which was above the 90% target at 91.4%, with seven directorates having met the 90% target for appraisals; and the iMatter response plan and action planning which hit an NHS 24 high of 76%.

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

The Chair reflected on the key points and commented that the completion of appraisals was important to ensure that all staff know how well they were doing. There have been significant changes implemented and Dr Cheyne thanked everyone involved in achieving this.

In response to a question regarding anti-racism plans and recent guidance from the Scottish Government (SG) Dr Hepburn assured members that the organisation collected statutory data for employees in respect of equality, diversity and inclusion, however she agreed to take this as an action regarding any additional requirements and guidance from SG in respect of collection of data.

In summary, the Board was content to note the Workforce Report for Q2 and the progress made.

ACTION: Dr Hepburn

NOTED

11.

11.1 AOCB

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

DATE OF NEXT SCHEDULED MEETING

Thursday 19 December 2024, 10:00am

The meeting concluded at 12.07pm