

# NHS Western Isles Board Meeting



## Minutes of Meeting

20<sup>th</sup> December 2017

Lecture Room, Education Unit, Western Isles Hospital, Stornoway

### Members Present:

|                     |                                                             |                    |                                        |
|---------------------|-------------------------------------------------------------|--------------------|----------------------------------------|
| Rosemary Bugler     | Non-Executive Director                                      | Ian Burgess        | Non-Executive Director<br>(Vice Chair) |
| Chris Anne Campbell | Nurse Director                                              | Neil Galbraith     | Board Chair (Chair)                    |
| Gordon Jamieson     | Chief Executive                                             | Margaret MacKenzie | Chair of ACF / Non-Executive Director  |
| Murdo MacMillan     | Non-Executive Director                                      | Gillian McCannon   | Non-Executive Director                 |
| Diane McPherson     | Non-Executive Director                                      | Dana Murray        | Employee Director                      |
| Jennifer Porteous   | Director of Human<br>Resources and<br>Workforce Development | Uisdean Robertson  | Non-Executive Director                 |
| Maggie Watts        | Director of Public Health<br>/ Caldicott Guardian           |                    |                                        |

### In Attendance:

|                |                            |
|----------------|----------------------------|
| Debbie Bozkurt | Acting Director of Finance |
| Cheryl Martin  | Secretariat                |

### 1. WELCOME

Mr. Galbraith took the Chair and welcomed those in attendance to the meeting.

### 2. APOLOGIES AND ACKNOWLEDGEMENTS

Apologies were received from Dr Angus McKellar, Medical Director.

### 3. INTRODUCTION

#### 3.1 Chair's Report

- **30<sup>th</sup> October 2017 – National Chairs Meeting / Meeting with the Cabinet Secretary** ~ Mr Galbraith advised regional delivery planning was the main topic at this meeting and noted that he stressed the importance of the Board keeping its existing pathways for care with the Glasgow Boards.
- **31<sup>st</sup> October 2017 – National Group for Volunteering** ~ Mr Galbraith attended the National Group for Volunteering meeting in Glasgow on 31<sup>st</sup> October 2017. He noted that further guidance regarding vulnerable groups and training for volunteers in line with the findings of the Lampard Report will be issued in January 2018.
- **2<sup>nd</sup> November 2017 – Public Health Conference in Aviemore** ~ Mr Galbraith attended this conference with members of the Public Health department. This conference was addressed by the Minister of Public Health and the Chief Medical Officer and was well attended. Dr Watts advised that NHS Western Isles poster won the North of Scotland Public Health Network Award at this conference.
- **1<sup>st</sup> December 2017 – Programme Budgeting & Marginal Analysis Workshop** ~ Along with a number of IJB members Mr Galbraith attending this interesting half day workshop in the Caladh Inn.

**Decision:**

**Action:** No action required.

### 4. DECLARATION OF INTEREST

No declarations of interest were raised in relation to any items on the agenda.

### 5. MINUTES

#### 5.1 Minutes of 25.10.17

It was noted that the minutes for approval stated the 30<sup>th</sup> August 2017, this was an error and were actually from 25<sup>th</sup> October 2017. With this amendment the minutes of the meeting of 25<sup>th</sup> October 2017 were approved as an accurate record.

**Decision:** Following this amendment the Board formally approved the Minutes of 25<sup>th</sup> October 2017.

**Action:** No action required.

#### 5.2 Matters arising

The following points from the Minute of 25<sup>th</sup> October 2017 were discussed:

- **Item 10.1 – LOIP / Locality Plan** ~ Mr Burgess advised that the plan was approved by the Community Planning Partnership in November 2017.

**Decision:** The Board formally noted the information.

**Action:** No action required.

### 5.3 Action Points

The action points were not discussed and will be deferred to the next meeting.

#### Decision:

**Action:** The action points were deferred until the next meeting.

## 6. FINANCIAL PERFORMANCE

### 6.1 Financial Performance Monitoring Report M7

**Issue:** *The Board was asked to note for assurance purposes the Financial Performance Monitoring report presented by Ms Debbie Bozkurt, Acting Director of Finance.*

**Discussion:** Ms Bozkurt advised that at 31<sup>st</sup> October 2017 the Board was showing an overspend of £1,172k and forecasting an overspend of £648k for the year. This forecast requires the application of 100% of the £1,497k contingency funds and the delivery of the financial efficiency target in full.

Ms Bozkurt noted that there was a total projected overspend at the year end of £238k on acute nursing and the community hospital nursing if the use of bank staff continues at the same rate. From 1<sup>st</sup> November 2017 strict controls have been put in place to actively reduce bank use where possible and the reduction in bank usage should be evident in the Month 8 figures.

Ms Bozkurt reported that the in year overspend on Laboratories is £174k and a projected overspend of £407k in month 7. She added that along with the assistance from the Scottish National Blood Transfusion Service, the Board is also receiving support from a consultant employed by NSS in the Laboratory. The cost of this ongoing support is not within the laboratory budget and is resulting in an overspend. There was also an overspend relating to the use of agency staff to cover vacancies.

Ms Bozkurt advised that there was an in year overspend of £204k on the medical consultant staff and, although a large amount of contract procurement work has been carried out to reduce the cost of locum consultants, with only 46% of posts being substantive the budget is going to be under pressure. Further work is being undertaken to reduce the reliance on high cost locums but this is likely to improve the 2018/19 position rather than assist in this financial year.

The Board has experienced unprecedented levels of high cost drugs with regards to off island treatments. At Month 7 the cost of these high cost drugs was an increase of £374k against the same period in the previous year. The main increases are due to changes in drug treatment for known conditions such as Multiple Sclerosis. There had also been an increase in Hep C treatment and oncology and haematology drugs. Unfortunately, the Board can only project where treatment has started and there may be further unknown pressures arising from new treatments.

Ms Bozkurt noted that she would expect to see the controls put in place in many areas having an effect on the total overspend in Month 8 and would personally work to get the Board to a breakeven position. However, there was the possibility of an accounting adjustment from the IJB budget at the year end, if required.

Ms Bozkurt advised that that she had copies of the costed financial recovery plan for members' information and would be available following the meeting if members would like to discuss in further detail.

**Decision:** The report was formally noted.

**Action:** No action required.

## **7. CORPORATE GOVERNANCE**

### **7.1 Development of the North of Scotland Regional Delivery Plan**

**Issue:** *The Board was asked to note for information the verbal update on the progress of the Regional Delivery Plan presented by Mr Gordon Jamieson, Chief Executive.*

**Discussion:** Mr Jamieson advised that feedback from the Scottish Government on the first draft of the regional delivery plan was that it was too conservative and greater detail on transformational change was required for the next draft which is due for presentation in March 2018. He added that a large amount of work is being done to present a more specific and detailed plan with each Executive Director participating in their own area as well as contributing to the full plan.

There was a lengthy discussion on the advantages and disadvantages of regional working for the Board and where the "island-proofing" bill could sit in relation to regional development.

**Decision:** The Board formally noted the update.

**Action:** No action required.

### **7.2 Cyber Resilience Strategy Scotland**

#### **7.2.1 Cyber Public Sector Action Plan**

#### **7.2.2 Local Action Plan SPSCRF**

**Issue:** *The Board was asked to note for information the Cyber Resilience Strategy and Local Action Plan, presented by Mr Gordon Jamieson, Chief Executive.*

**Discussion:** Mr Jamieson advised that following the national cyber attack in May 2017 the Scottish Government produced the Cyber Resilience Strategy for Scotland. He added that the Board had input into the national action plan presented under item 7.2.1 however, this is extremely lengthy and a local plan had been produced and this is presented under item 7.2.2 for information.

The committee raised the question of the risk surrounding the Board's use of Windows 7 when the latest version is Windows 10. Mr Jamieson noted that on discussion with the IT Manager, the IT department are looking to move to the Windows 10 operating system however, there are issues with its compatibility to other existing operating systems and patching work is continuing at present.

**Decision:** The Board formally noted the update.

**Action:** No action required.

### **7.3 Whistleblowing Alert & Action Services for NHS Scotland**

#### **7.3.1 Alert Line Flowchart**

#### **7.3.2 PCAW iPhone Alert**

**Issue:** *The Board was asked to note for information the Whistleblowing Alert & Action Services, presented by Ms Jennifer Porteous, Director of Human Resources and Workforce Development.*

**Discussion:** Ms Porteous advised that the NHS Scotland Confidential Alert Line has been replaced by Whistleblowing Alert and Advice Services for NHSScotland. She added that the service is available to give staff the confidence to raise any concerns they may have about patient safety or malpractice.

Mr Burgess who is the Board's Whistleblowing Champion noted that the documentation and flowchart is easy to understand and follow.

**Decision:** The Board formally noted the updated policy.

**Action:** No action required.

### **7.4 Winter Plan 2017/18**

#### **7.4.1 Winter Plan 2017/18**

**Issue:** *The Board was asked to note for information the Winter Plan for 2017/18, presented by Mrs Chris Anne Campbell, Nurse Director.*

**Discussion:** Mrs Campbell advised that the plan had been submitted to the Scottish Government following approval by CMT in November 2017. She added that last year's plan has been used as a template to describe the actions that will be taken forward over the winter period.

She noted that the Scottish Government had made £33k available to support winter pressures but in doing so was seeking assurances that the thirteen actions to strengthen resilience were in place and the Board's response to these actions are noted on page 4 and 5 of the plan.

**Decision:** The Board formally noted the 2017/18 Winter Plan.

**Action:** No action required.

## **7.5 Board Committee Timetable 2018**

**Issue:** *The Board was asked to note for information the Board Committee Timetable for 2018, presented by Mr Gordon Jamieson, Chief Executive.*

**Discussion:** Mr Jamieson advised that the timetable is presented for information and asked that members look at the programme for the full year and make sure that they are able to attend those meetings they are involved with. Mrs MacKenzie advised that there are clashes with the ACF dates and will liaise with the Business Manager on this.

**Decision:** **The Board formally noted the Board Committee timetable.**

**Action:** **Liaise with the Business Manager regarding the ACF dates for 2018.** **Mrs MacKenzie**

## **8. SERVICE DEVELOPMENT**

### **8.1 Mental Health Service Redesign Project Report**

### **8.2 MHSR Management of Service Change**

#### **8.2.1 Flash Report 1**

#### **8.2.2 Flash Report 2**

**Issue:** *The Board was asked to note for assurance purposes the report presented by Dr Maggie Watts, Director of Public Health.*

**Discussion:** Dr Watts advised that the project report concentrates on the discussions held at the MHSR Steering Group meeting in November especially focusing on the limited options available for housing that would benefit people who require additional support for mental health issues. She added that all workstreams are progressing and moving forward.

Dr Watts informed the committee that item 8.2 highlights the challenges faced when organisational change policies and the reality of organisational change are not aligned and gives a recommendation of the way forward for the workforce to enable a transition from acute to community mental health service. She added that the first stage of this will be the closure of Clisham Ward once the bed occupancy reduces to 3, which is expected by March 2018. All staff involved are fully aware of their options regarding redeployment. Dr Watts advised that negotiations with mainland services to secure mainland beds will take some time and during discussions the APU redesign will move towards developing into a nurse led unit supported by requisite policies. This will provide short term focused care for people who are acutely unwell.

There was a lengthy discussion regarding all aspects of the mental health redesign project especially that of the lack of a detailed timescale for completion of the project, and Dr Watts advised that the delaying factor is that of future acute and specialist care which she will raise again at the next regional meeting.

**Decision:** **The report was formally noted.**

**Action:** **No action required.**

### **8.3 Proposed 2018 GM Services Contract**

#### **8.3.1 Proposed 2018 GM Services Contract Presentation**

**Issue:** *The Board was asked to note for assurance purposes the proposed changes to the General Medical Services Contract presented by Mr Gordon Jamieson, Chief Executive in the absence of Dr McKellar.*

**Discussion:** Mr Jamieson advised that the paper is presented to inform the Board of the content of the proposed 2018 GMS contract and the presentation included under item 8.3.1 gives the context of the new contract and key areas of interest. He added that included in the changes to the contract is that of a switch from opting out of the Out of Hours Service to opting in which in the future may mean that GPs will not be part of this service at all. Another change is that work currently done by practices nurses including vaccinations, dressings and data collection will be carried out by board employed staff and the Board will need to consider the implications for resourcing this.

Dr Watts advised that the Vaccination Transformation Programme is running alongside the new contract and on preliminary discussions with the local GPs they are keen to keep the vaccination programmes within the GP Practice.

Mr Jamieson noted that the new contract will also remove the remote and rural allowances that were built into the old Scottish Allocation Formula however, practices who do not gain from the new allocation of transformational funding will be protected but this may make recruiting to remote or rural areas even more difficult. Mr Jamieson advised that the new GMS contract will be implemented in a two phase approach and then the issues regarding GP owned premises will be examined.

**Decision:** **The report was formally noted.**

**Action:** **No action required.**

### **9. STAFF GOVERNANCE**

#### **9.1 Human Resources Workforce Report**

**Issue:** *The Board was asked to note for assurance the report presented by Ms Jennifer Porteous, Director of Human Resources and Workforce Development.*

**Discussion:** Ms Porteous advised that the sickness absence rate had reduced again with 4.49% reported in the period. However, this has currently increased again due to a recent gastroenterology virus and a number of cases of influenza within staff groups.

**Decision:** **The Board formally noted the report.**

**Action:** **No action required.**

## **10. PUBLIC HEALTH**

### **10.1 GDPR Update December 2017**

#### **10.1.1 Appendix A – Project Schedule**

#### **10.1.2 Appendix B – Information Gathering**

#### **10.1.3 Appendix C – Accompanying Guidance Notes**

**Issue:** *The Board was asked to note for information the General Data Protection Regulation Update presented by Dr Maggie Watts, Director of Public Health/Caldicott Guardian.*

**Discussion:** Dr Watts advised that the purpose of the report is to invite the Board to acknowledge the changes in legislation for the GDPR. She added that a draft project plan is attached under item 10.1.1. This plan is broken into fifteen broad areas of compliance and over one hundred detailed strands all of which require to be fully implemented by the 25<sup>th</sup> May 2018.

It was noted that compliance is not optional and non compliance could result in a large monetary fine from the Information Commissioner's Office.

**Decision:** **The Board formally noted the report.**

**Action:** **No action required.**

## **11. PERFORMANCE**

### **11.1 Corporate Risk Register**

#### **11.1.1 Corporate Risk Register Full Report**

#### **11.1.2 CRR Dashboard**

#### **11.1.3 CRR Previous Version**

**Issue:** *The Board was asked to note for assurance the Corporate Risk Register report presented by Mrs Chris Anne Campbell, Nurse Director.*

**Discussion:** Mrs Campbell advised that the new electronic risk register was well received at the recent HGAC and that the Single Operating Division Risk Register will be electronic by the end of January 2018. She added that there were no movement in the register since the previous meeting although the finance risk may increase due to the forecast in year overspend.

**Decision:** **The Board formally noted report.**

**Action:** **No action required.**

### **11.2 Freedom of Information Quarterly Report July to September 2017**

**Issue:** *The Board was asked to note for information the Freedom of Information Quarterly Report, presented by Dr Maggie Watts, Director of Public Health / Caldicott Guardian.*

**Discussion:** Dr Watts advised that historically there are always less numbers of FOI requests during the summer months. She added that the summer months were also a factor in the number of breaches of the 20 days working day limit with many respondents on annual leave.

There committee discussed the number of man hours that is taken up completing FOI requests and noted that a fee for completing complex FOI requests can be charged if necessary.

**Decision:** **The Board formally noted the report.**

**Action:** **No action required.**

### **11.3 HAIRT Overview October to November 2017**

**Issue:** *The Board was asked to note for information the HAIRT Report, presented by Mrs Chris Anne Campbell, Nurse Director.*

**Discussion:** Mrs Campbell advised that the Head of Infection Control has included a number of funnel plot charts to the overview report for information. She added that there were 1 SAB and 2 CDI cases reported for this period with no surgical site infections noted and 100% hand hygiene compliance.

The new layout with the inclusion of the funnel plot charts was welcomed by the committee.

**Decision:** **The Board formally noted the report.**

**Action:** **No action required.**

### **11.4 Complaint Annual Report for April to June 2017**

**Issue:** *The Board was asked to note for assurance the Complaints Annual Report presented by Mr Gordon Jamieson, Chief Executive.*

**Discussion:** Mr Jamieson apologised that the reporting system for complaints is still not up to date but would expect to have this done by the next meeting. He drew the members' attention to the increased number of complaints against patient travel in section 5.1 and advised that, as expected, this number had steadily increased in recent months following the implementation of the new system for patient travel escort requests.

**Decision:** **The Board formally noted the report.**

**Action:** **No action required.**

### **11.5 Laboratory Services Update**

**Issue:** *The Board was asked to note for assurance the Laboratory Services Update presented by Mrs Chris Anne Campbell, Nurse Director in the absence of Dr McKellar.*

**Discussion:** Mrs Campbell advised that with the new working arrangement with Scottish National Blood Transfusion Services (SNBTS) coming into place in September 2017 the MHRA inspected the Laboratory once again in October and to the credit of the laboratory staff in both the Western Isles Hospital and SNBTS only one major finding was raised.

She added there are still staffing issues but there had been appointments to the Quality Manager and Blood Sciences Lead with the Point of Care Lead Post and two Blood Medical Science positions now out to advert. The Laboratory is still unable to run the overnight Out of Hours service but this is now being covered seven days a week.

The committee conveyed their appreciation and thanks to all staff involved.

**Decision:** The Board formally noted the report.

**Action:** No action required.

#### **11.6 Annual Review 2016/17 SG Response**

**Issue:** *The Board was asked to note for information the Annual Review 2016/17 Scottish Government Response presented by Mr Neil Galbraith, Chair of NHS Western Isles.*

**Discussion:** Mr Galbraith advised that this is a standard feedback letter with little difference from the previous year. He added that there are seven action points noted in the last page of the letter which the Board will endeavour to adhere to and achieve.

**Decision:** The Board formally noted the report.

**Action:** No action required.

### **12. REPORTS / APPROVED OR DRAFT AGREED MINUTES FROM BOARD SUB COMMITTEES FOR NOTING**

#### **12.1 Area Clinical Forum 23/05/17 – A**

Mrs MacKenzie highlighted the lack of attendance by Consultants at the Area Medical Committee despite numerous requests by the Chair of this committee. She added that the minutes were presented for information and she would take any questions. There were no questions raised.

**Decision /** The minutes were formally noted.

**Action:** No action required.

#### **12.2 Area Partnership Forum**

##### **12.2.1 APF 07/07/17 - A**

##### **12.2.2 APF 03/10/17 – DA**

Mr Jamieson noted that the minutes are presented for information and would answer any questions. There were no questions raised.

**Decision /** The minutes were formally noted.

**Action:** No action required.

### **12.3 Health & Safety Committee 02/10/17 – DA**

The committee requested clarification on what the ligature points noted in item 4.2 refer to. Mr Jamieson noted that these are any hospital fittings that could potentially assist in a patient's suicide attempt. He added that risk assessments have been carried out and the changes noted in the minutes have been carried out.

The committee also noted the poor compliance with mandatory training noted in the minutes and after a lengthy discussion it was agreed that Mrs Campbell would highlight the responsibility of all staff to keep their mandatory training up to date in a future team brief.

**Decision / The minutes were formally noted.**

**Action: Prepare a mandatory training brief for inclusion in a future team brief. Mrs Campbell.**

### **12.4 Patient Focus Public Involvement 08/11/17 – DA**

Mrs MacKenzie confirmed that she had taken over as the Chair of this committee and will be the discussion lead for future Board meetings.

**Decision / The minutes were formally noted.**

**Action: No action required.**

### **12.5 Staff Governance 04/09/17 – A**

Mr Burgess advised that the minutes were presented for information and would answer any questions. There were no questions raised.

**Decision / The minutes were formally noted.**

**Action: No action required.**

## **13. ANY OTHER COMPETENT BUSINESS**

- **Laboratory Services**

Mrs McPherson advised that the HGAC had requested that an update on the Laboratory Services be presented to the Board and thanked Dr McKellar and his team for its presentation at this meeting. She added that at the recent HGAC Chris Brown from Scott-Moncrieff commended the Executive Directors on their high attendance levels at all the Board's statutory meetings.

- **St Brendan's Outline Business Case**

Mr Jamieson advised that the St Brendan's Outline Business Case was not approved by the Scottish Government's Capital Investment Group (CIG) due to three main points which they state require further attention as follows:

1. Service model – this has not been finalised; typically this would be completed before progressing to Full Business Case.

2. Site acquisition – while the OBC states ‘that land adjacent to the existing site will be jointly acquired’, it is not clear whether this has been dealt with. Separately Mr Jamieson has been in contact with the Central Legal Office whose understanding is ‘that the work to identify the extent of the specific areas to be acquired is ongoing by the Project Team’.
3. NHS Scotland Design Assessment Process (NDAP) – as a policy we do not approve business cases unless they have NDAP sign off. The NDAP team went up in the summer of 2016 to facilitate a workshop and give them examples from NHS Highland on how to complete their design statement but this work has not been completed.

Mr Jamieson added that the feedback concluded that the Scottish Government re-iterated their commitment to the project and their insistence that the non approval of the OBC should not be interpreted as a lack of support for the development. He added that members of CIG have offered to meet with the St Brendan’s Project Board in Barra to discuss the way forward and are looking at dates at the end of January 2018.

#### 14. EVALUATION

The Board considered their response to the following:

|                                                                                                                                                                                                           | YES         | NO | COMMENTS                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----|-------------------------------------------------------------------------------------|
| Were you satisfied that the agenda items presented covered the current significant areas?                                                                                                                 | ✓           |    | No further comments.                                                                |
| Was there sufficient time to review the papers between receipt and the meeting date?                                                                                                                      | ✓           |    | No further comments.                                                                |
| Was there sufficient time allocated to all agenda items?                                                                                                                                                  | ✓           |    | No further comments.                                                                |
| Were the Executive Summaries an accurate reflection of the detailed paper?                                                                                                                                | ✓           |    | The members would like to see more information included in the executive summaries. |
| Were you able to reach a satisfactory conclusion from the information presented on each item?                                                                                                             | ✓           |    | No further comments.                                                                |
| Were you able to contribute to the discussions and have your views considered?                                                                                                                            | ✓           |    | No further comments.                                                                |
| Did you consider that the Board discharged its duty in respect of <ul style="list-style-type: none"> <li>• Proper scrutiny</li> <li>• Relevant questioning</li> <li>• Constructive challenging</li> </ul> | ✓<br>✓<br>✓ |    | No further comments.                                                                |

## 15. DATE AND TIME OF NEXT MEETING

### **Public Board Meeting**

Date: 24.01.18 Time: All day

Location: Lecture Room, Education Unit, Western Isles Hospital, Stornoway

### **Board Development Meeting**

Date: 28.02.18 Time: All day

Location: Lecture Theatre, Clinical Skills, Western Isles Hospital, Stornoway

The Chair called the meeting to a close and thanked everyone for their contribution, especially thanking Mrs Martin for her assistance with the administration of the Board meetings during Mrs McPhail's absence. He wished all in attendance a Merry Christmas and a Happy New Year.

The meeting concluded at 1.30pm.