

NHS Western Isles Board Meeting



Minutes of Meeting

28th March 2018

Lecture Room, Education Unit, Western Isles Hospital, Stornoway

Members Present:

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

In Attendance:

Debbie Bozkurt	Head of Finance, Procurement and Chief Finance Officer of the IJB
Maggie Fraser	Communications Manager
Michelle McPhail	Business Manager

1. WELCOME

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

2. APOLOGIES AND ACKNOWLEDGEMENTS

The following apology was noted:

Rosemary Bugler Non-Executive Director

3. REGIONAL DELIVERY PLAN

Issue: *The Board was asked to note the presentation from Mr. Malcolm Wright, Regional Implementation Lead for the North of Scotland.*

Discussion: Mr. Wright provided Board Members with an update on the collaborative work being undertaken by the six NHS Boards within the North. Collectively the Chief Executives and associated Directors have embarked on transforming and improving the services provided by introducing new ways of delivering health care within the Northern Region.

The presentation provided greater understanding of the challenges being faced by all NHS Boards within the North of Scotland, as well as collaboratively:

- Ageing population “v” availability and the challenge to provide services ~ increasing gap between the demand and capacity for elective care in both outpatients and inpatients.
- Geography of Scotland and the population density within each health board region ~ North of Scotland density is 28 people per km² compared with the rest of Scotland having 134 people per km².
- Availability of appropriately trained staff in all service areas ~ fully appointed doctors “v” locum doctors; appointed Nurses “v” Agency & Bank Nurses; GP numbers reduced by 2.4 % in the last 2 years compared to 1.9% in the rest of Scotland.
- Financial picture ~ revenue budgets collectively across the North; efficiency targets set by Government equates to £450m over the next five years with £120m required in 2018/19; brokerage required by individual health boards to meet overspend in 2017/18; underlying deficit; significant investment required in estate and IT structures and review of patient travel costs.
- What matters to those living in the North of Scotland ~ access to high quality, safe & effective care; staff trained to a high standard; specialised care available within their region.

What needs to be done?

- ✓ Collaboration working
- ✓ Established professional working groups to advise on the way forward, e.g. Medical Directors, Nursing Directors, Directors of Public Health, Finance Directors and Workforce Directors, e-Health Leads, Facilities Directors etc.
- ✓ Purpose is to deliver transformation in
 - digital use, workforce, radiology, information governance (sharing data across board boundaries), laboratory services, integrated corporate services ~ finance/workforce/planning/health intelligence/procurement and e-Health.

- ✓ Clinical Priorities are Radiology, Cancer, elective care, child health, mental health and major trauma/retrieval/transportation.
- ✓ The delivery of proposed services needs to be done in partnership which not only includes health but also Local Authorities (Councils), local communities and professional advisors.
- ✓ There is a need to look at global health service delivery. The King's Fund has reviewed
- ✓ the health service in New Zealand developing accountable and sustainable care systems with the quest for an integrated health and social care service.

Board Members thanked Mr. Wright for updating them on the collaboration to date. They asked a variety of questions seeking assurances on the way forward, including the sustainability of an island service. Mr. Wright indicated that there is no pre-formed plan to not have island Boards and with collaborative working established this should, along with the Islands (Scotland) Bill provide long term sustainability.

The Chair thanked Mr. Wright for his time on visiting Stornoway and providing Board Members with an update.

Decision: The Board formally noted the presentation

Action: No action required.

4. INTRODUCTION

4.1 Chair's Report

The Chair recalled some of the work he has undertaken since the last meeting, specifically noting:

- IJB meeting on the 22nd March 2018, the Chair advised the Board of a request put to the Council to reconsider the way in which they hold the funds on behalf of the IJB which were allocated from the Scottish Government for the Carers (Scotland) Act 2016 of £429k, delegated to the IJB.
- Chairs meeting on 26th March 2018, he indicated that discussions are underway as to potential proposal on governance arrangements that would cover all NHS Boards in Scotland.

Decision:

Action: No action required.

5. DECLARATION OF INTEREST

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

6. MINUTES

6.1 Minutes of 24.01.18

The Minute of the meeting of the Board held on 24th January 2018 was approved as an accurate record of the meeting

Decision: The Board formally approved the Minutes of 24th January 2018.

Action: No action required.

6.2 Matters arising

No matters arising were raised from the Minute of 24th January 2018.

Decision: No items arising

Action: No action required.

6.3 Action Points

- **24.01.18 – Financial Performance Monitoring Report M8 ~ review the potential of conducting an audit on Patient Travel.** Dr. McKellar updated Members on the projects current in progress. **REMOVE**
- **24.01.18 – Development of the North of Scotland Regional Delivery Plan (NoSRDP) ~ update on the regional delivery work.** Ms. Porteous noted that she was referring to the work of Ann Gent, Lead on a sub-group of NoSRDP. **REMOVE**
- **24.01.18 – Clinical and Governance Strategic Framework 2017-2019 ~ confirmed that the date range has changed to 2018-2020.** **REMOVE**

Decision: The Board formally noted the updates.

Action: The action points will be updated to reflect the above outcomes.

The Chair advised that item 7.3 & 7.3.1 are withdrawn from the agenda, as the report required further iteration and would be subsequently presented at a later date.

7. FINANCIAL PERFORMANCE

7.1 Financial Performance Monitoring Report Month 10

Issue: *The Board was asked to note for assurance purposes the Financial Performance Monitoring report presented by Ms. Debbie Bozkurt, Head of Finance, Procurement and Chief Finance Officer of the IJB.*

Discussion: Ms. Bozkurt advised that as at 31st January 2018 the Board was showing an overspend of £1,469k (Nov = £1,206k) and forecasting an overspend of £508k (Nov = £622k) at the year-end. 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 confirmed that in examining the Month 12 position, the first review denotes the forecast for year end is still approximately £500k overspent. The challenges are still within the areas reported throughout the year – Drugs, Patient Travel, Mental Health, Laboratory services, acute nursing.

Board Members reviewed and scrutinised the report.

Mr. Galbraith enquired if it is anticipated that the level of overspend on Laboratory services will continue in 2018/19. Ms. Bozkurt advised that with the work being undertaken in 2017/18 to support the Laboratory services, it is anticipated that the financial overspend levels will reduce.

Vacancies noted within Public Health, Mrs. McCannon asked Dr. Watts if the vacancies had a direct impact on service delivery. Dr. Watts advised that the Public Health service is currently under a review and redesign but the vacancies were being absorbed within the existing structure with some caution. She advised that she would like to establish public health consultancy posts to improve the advice, delivery and monitoring of the health of the population of the Western Isles.

The Chair wished to thank Ms. Bozkurt, her team and all Heads of Departments for their continued vigilance over the budgets.

Decision: **The Board formally noted the financial position.**

Action: **No action required.**

7.2 Budget setting 2018/19

7.2.1 Budget setting report

7.2.2 Financial Efficiency Plan

Issue: *The Board was asked to approve the report presented by Ms. Debbie Bozkurt, Head of Finance, Procurement and Chief Finance Officer of the IJB.*

Discussion: Ms. Bozkurt drew colleagues' attention to the Report noting that the Board's total revenue allocation funding for 2018/19 is £87,095k and the initial budget set is £89,313k, leaving a gap of £2,218k. To date £1,561k of Financial Efficiency Plan savings has been identified leaving £656k yet to be identified. A contingency fund has been established for 2018/19 equating to £1,353k.

The Board was also asked to approve the transfer of funds to the Integration Joint Board of £39,941k, £33,878k delegated and £6,071k set aside.

Members discussed and scrutinised the Report. Ms. Bozkurt indicated that she was more confident in the process and the assumptions recorded within the report for 2018/19 than in previous years. However, in her views, this does not detract from the various challenges the Board is facing in achieving a yearend balance.

The Chair thanked Mrs. Bozkurt for the report.

Decision: **The Board formally:**

- **Noted the report.**
- **Approved the transfer allocation of funds to the Integration Joint Board**
- **Approved the budget as a competent budget for 2018/19**

Action: **No action required.**

7.3 Patient Escort approval process

7.3.1 Appendix 1 – Patient Travel data comparison

Decision: The Chair advised that item 7.3 & 7.3.1 are withdrawn from the agenda, as the report required further iteration and would be subsequently presented at a later date.

Action: **Agenda item for a future meeting.**

8. CORPORATE GOVERNANCE

8.1 General Data Protection Regulation update

8.1.1 Appendix 1 – GDPR Accompanying Guidance Note

8.1.2 Appendix 2 – GDPR Staff Poster

8.1.3 Appendix 3 – Privacy Notice

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

Discussion: Dr. Watts informed Members that the European General Data Protection Regulation (GDPR) comes into force in the UK on the 25th May 2018. The GDPR aim is to standardise the Data Protection Regulations in Europe, as the new rules strengthen rights and empower individuals by giving them more control over personal data.

Dr. Watts noted the appendices which have been produced to assist staff and public to understand their rights under the new regulation.

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

Action: **No action required.**

8.2 Integration Scheme – Amendment subject to Carers (Scotland) Act 2016

Issue: *The Board was asked to note for information the reports presented by Mr. Neil Galbraith, Chair.*

Discussion: Mr. Galbraith advised of changes to the IJB Integration Scheme as a result of the amendment made subject to the Carers (Scotland) Act 2016. The new duties imposed on the Integration Joint Board are the functions delegated by the Local Authority to the IJB. The report was presented for information.

The Chair informed Members of a seminar being held via the IJB on the Carers (Scotland) Act 2016 and all Board, IJB and Council Members were welcome to attend.

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

Action: **No action required.**

8.3 IJB Directions to Parent Bodies

8.3.1 IJB Directions - Annex

Issue: *The Board was asked to note for information the reports presented by Mr. Neil Galbraith, Chair.*

Discussion: Mr. Galbraith presented the Board with the IJB Directions which were approved by the IJB on the 22nd March 2018.

It was noted that Annex A pertains to the Directions to the Local Authority and Annex B and C to NHS Western Isles.

The Chair asked for confirmation that the allocation to the IJB was identified within the Boards budget and at this point in time that the Board will deliver the services noted and agreed at divisional level. Assurance was provided by Ms. Bozkurt and Mrs. Campbell.

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

Action: **No action required.**

9. SERVICE DEVELOPMENT

9.1 Mental Health Service Redesign Project Report

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

Discussion: Dr. Watts drew colleagues' attention to the report. She updated Members on the work being taken forward. It was noted that the number of inpatients in Clisham was down to seven, waiting to identify appropriate alternative locations for them. Mrs. Campbell indicated that with the winter pressures on bed availability a number of contingency beds had to be used and this has compounded the ability to reduce numbers in line with the schedule. Dr. Watts advised that the work of the Alcohol and Drug Partnership was now being taken into consideration in the redesign of Mental Health Services.

The Chair asked once again when the project will be concluded. Dr. Watts noted the challenges in reaching the end when other aspects are out with her direct control, e.g. require bed numbers in Clisham to reduce to three, further discussions are underway with mainland NHS Boards to identify location for acute patient treatment and the recent inclusion of ADP which need to be assessed within the larger remit.

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

Action: **No action required.**

10. STAFF GOVERNANCE

10.1 Human Resources Workforce Report March 2018

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 position was recorded as 6.91% in January 2018. Workshops were held a few weeks ago on absence management facilitated by colleagues within the Central Legal Office and members of Mrs. Campbell's team. The event was open to all Head of Departments and Managers to ensure consistent continuity of recording and managing staff who are off sick. The event was well attended and encouraged positive outcome from both Managers and the CLO. It is hoped that in obtaining a greater understanding the results will be shown in future figures.

The Chair thanked Ms. Porteous for the information and update.

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

and

11.4 Performance and Patient Activity Report Quarter 3 (Oct-Dec 2017)

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

Discussion: Mrs. Campbell advised that she would discuss both the Corporate Risk Register (CRR) and the Performance Activity.

Mrs. Campbell advised, referring to the CRR, that NHS Western Isles was potentially the only Board in Scotland to maintain the Treatment Time Guarantee targets. However challenges are being faced in the Board's ability to deliver the Cancer Waiting Times. This is due to the visiting service being delivered by NHS Highland, Raigmore Hospital, and the challenges they face in meeting the Cancer targets.

The performance of Key Performance Measures (KPMs) denotes that out of 11 targets, four are not on trajectory ~ Cancer treatment 62days & 31 days, New outpatients wait over 12wk & 16wk, and the financial performance is not applicable.

She indicated that there has been a decrease in both new and return Outpatient appointments between July to December 2017, particularly in return Outpatient appointments. The level of DNA's has reduced but an increase in mainland Outpatient activity has been identified.

Mrs. McPherson enquired as to the installation of the CDU washers. Mrs. Campbell indicated that the new steriliser has been installed, however only one CDU washer has been fitted and it is hoped to be able to purchase another two washers in the new financial year.

Mrs. McCannon commented on the lack of progress being made in delivering the target for Dementia Services. Mrs. Campbell advised that the information is three months behind and she would discuss this further out with the meeting with Mrs. McCannon providing an more in-depth discussion.

The Chair thanked Mrs. Campbell for the Report.

Decision: The Board formally noted both Reports.

Action: No action required.

11.2 Freedom of Information quarterly report

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

Discussion: Dr. Watts provided colleagues with the information requests being made to the Board under the Act. For the period from October to December 2017, 138 requests were made and all acknowledged within the established timeframe. However 31 breaches were recorded in not responding in full within the 20 working days deadline, but to the complexity of the requests.

The Chair reiterated his continued concern at the level, size and type of requests being made from a variety of individuals and companies. He thanked Dr. Watts and her team for their endeavours to respond within the timeframe, given the magnitude of individual requests.

Decision: The Board formally noted the Report.

Action: No action required.

11.3 Complaints Quarterly Report October to December 2017

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

Discussion: Mr. Jamieson advised Members that 26 complaints were received for the period between October to December 2017. Acknowledging complaints letters within the three day target achieved 96%. Response rate was lower at 88% to provide a full response within the 20 working days. This was primarily due to obtaining comments and formal responses from clinical staff that have left the Board.

The Chair thanked Mr. Jamieson for the update.

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 Partnership Forum

12.1.1 Area Partnership Forum Minutes of 21.12.17 - A

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

Decision: The minutes were formally noted.

Action: No action required.

12.2 Staff Governance Committee

12.2.1 Staff Governance Committee Minutes of 22.02.18 - DA

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

Decision: The minutes were formally noted.

Action: No action required.

12.3 Healthcare Governance & Audit Committee

12.3.1 Healthcare Governance & Audit Committee Minutes of 13.12.17 – A

Mrs. McPherson advised that the minutes were presented for information and he would answer any questions. There were no questions raised.

Decision: The minutes were formally noted.

Action: No action required.

12.3.2 Scott-Moncrieff Internal Audit Plan 2018/19

The Plan was not available as further discussions were required with management. A revised report will be provided following approval by the Healthcare Governance and Audit Committee.

Action: Refreshed plan to be presented in due course.

12.4 Health & Safety Committee

12.4.1 Health & Safety Committee Minutes of 14.12.17 – A

Mrs. Murray advised that the minutes were presented for information and he would answer any questions. There were no questions raised.

Decision: The minutes were formally noted.

Action: No action required.

12.5 Patient Focus and Public Involvement

12.5.1 Patient Focus and Public Involvement Minutes of 25.01.18 – DA

Mrs. MacKenzie advised that the minutes were presented for information and he would answer any questions. There were no questions raised.

Decision: The minutes were formally noted.

Action: No action required.

13. ANY OTHER COMPETENT BUSINESS

No matters were raised.

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?	✓	✓	One day late in circulating the paper.
Was there sufficient time allocated to all agenda items?	✓		No further comments.
Were the Executive Summaries an accurate reflection of the detailed paper?	✓		No further comments.
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">• Proper scrutiny• Relevant questioning• Constructive challenging	✓ ✓ ✓		No further comments.

15. DATE AND TIME OF NEXT MEETING

Board Development Meeting

Date: 25.04.18 Time: All day

Location: Meeting Room 2, Meeting Room 2, Health Board Office, Stornoway

Public Board Meeting

Date: 30.05.18 Time: All day

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

The Chair called the meeting to a close and thanked everyone for their contribution.