

NHS WESTERN ISLES

BOARD MEETING

MINUTES OF MEETING
28 FEBRUARY 2024
HELD AT 10:00AM
MICROSOFT TEAMS



Members Present:

Jane Bain	Employee Director / Non-Executive Director	Fiona C. MacKenzie	Nurse / AHP Director and Chief Operating Officer
Debbie Bozkurt	Director of Finance and Procurement	Francis McAuley	Medical Director
Julia Higginbottom	Non-Executive Director	Gillian McCannon	Board Chair (Meeting Chair)
Gordon Jamieson	Chief Executive	Jocelyn McConnachie	Non-Executive Director
Paul MacAskill	Non-Executive Director	Annetta Smith	Non-Executive Director
Naomi MacDonald	Non-Executive Director	Paul Steele	Non-Executive Director
Karen MacLeod	France Chair of ACF / Non-Executive Director	Sheena Wright	Whistleblowing Champion & Non-Executive Director (link via Teams)

In Attendance:

Nick Fayers	Chief Officer, Integration Joint Board
Maggie Jamieson	Head of Communications, Claims and Patient Information
Diane MacDonald	Head of Human Resources
Michelle McPhail	Corporate Business Manager

1. WELCOME

The Chair, welcomed everyone to the meeting. It was noted that the Chair would have to leave the meeting for a short period of time to attend a meeting with the Cabinet Secretary and that Sheena Wright would take the Chair.

2. APOLOGIES AND ACKNOWLEDGEMENTS

No apologies

3. INTRODUCTION

3.1 Chair's Report

The Chair, Gillian McCannon, provided an update on:

1 – National Chair's Group – Improving Population Health Group ~ The Group have developed an action framework that outlines the potential leadership priorities for NHS Boards. There are 3 priorities:

1. Increasing accountability for population health outcomes and reducing health inequalities;
2. Advocate for greater focus and investment in primary prevention; and
3. Whole system collaboration to improve population health

2 – Near Time Data Service ~ this addresses whole system, winter dashboard, social care and delayed discharge dashboard. The dashboard has recently been launched and it's available to anyone who wishes access. It provides greater understanding of data parameters for a whole system approach.

3 – Audit Scotland ~ The Chair advised that Audit Scotland have recently produced their review of the NHS in Scotland for 2022/23. The report denotes areas where the Scottish Government need to develop and prioritise, specifically establishing a clear National Strategy for Health and Social Care delivery. The Chair urged colleagues to read the report.

Decision: Board Members formally noted the verbal update.

Action: No actions required.

3.2 Chief Executive's Report

The Chief Executive, Gordon Jamieson provided members with an update on:

1. **Financial Position** ~ The Chief Executive advised that work continues on exploring areas where savings can be identified in setting the 2024/25 budget. The financial challenge facing the Board is greater than it's been for some considerable time and the highest level of challenge seen.

Staff are facing this with a very positive attitude with the focus being on service delivery which is safe, effective and reliable for the long term. This is being addressed with the knowledge of the financial position and the significant level of savings the Board has to deliver against the Scottish Government allocation.

2. **Service Delivery** ~ it was noted that there is continued significant pressure and demand on services. Pressure demands are now all year round and with the additional seasonal fluctuation.
3. **GP Practice** ~ Benbecula Medical Practice becomes a 2c Practice as of the 01 April, which means that the service is led by, and managed by the Health Board directly. Key staff have experience in supporting a practice to become a 2c service, noting the recent transfer of Barra Medical Practice, and will continue to support the staff in the transition. It is hoped that the transition is smooth and that patients do not notice any change in service delivery. Recruitment is underway for a significant number of GP medical staffing posts

The Chair thanked the Chief Executive for his update.

Decision: Board Members formally noted the verbal update.

Action: No actions required.

4. DECLARATION OF INTEREST

Members did not declare of any conflict(s) with the agenda items, in relation to them having a conflict of interests.

5. MINUTES

5.1 Minute of 13.12.23 - DA

Board Members approved the Minutes of the meeting held on 13 December 2023 as a correct note of the discussion, subject to adding Naomi MacDonald to the Members list as she was present at the meeting.

Decision: The Board formally approved the Minute of the meeting of 13 December 2023.

Action: No action required.

5.2 Matters arising from previous Minutes

No matters arising were raised.

5.3 Action Points

The Chair advised Members that on the actions points six actions are noted as complete and five points are amber and four noted as overdue in red. The Chair focussed on those which were overdue:

📌 **26.10.22 7.3 Performance Monitoring Report** – Seeking DNA information. Ms. MacKenzie advised that the newly appointed Patient Services Manager will lead on this piece of work to support attendance at outpatient appointments.

Ms. MacKenzie also advised that in relation to Netcall, this system will not be taken forward as the cost is too great and alternative working will be addressed in line with the financial constraints.

Karen France MacLeod, Chair of Area Clinical Forum, advised that the ACF are looking at the level of DNA's in relation to the cost of patients not attending appointments. This information will be available to Ms. MacKenzie. **UPDATE**

30.11.22 6.1 Finance Performance – seeking update on the work to appoint to Psychiatry to reduce the financial expenditure on locums – Nick Fayers advised that psychiatry locums are on rolling contracts. It is intended to look to recruit doctors who are still in training with the anticipation that this will commence in November 2024. **UPDATE**

30.11.23 8.3 Winter Planning Checklist ~ it was noted that this is for discussion at the Board development session following today's public meeting, which will enable greater detail and discussion to obtain understanding of the process. **REMOVE**

📌 **28.06.23 3.2 Cancer Service Update ~ assess the Chemocare system across other NHS Boards.** Dr. McAuley advised that as Chemocare is an electronic prescribing system which requires a qualified consultant the Board would not obtain access to the system. For those NHS Western Isles patients obtaining chemo support this is contracted to NHS Highland in the majority of cases. The system does not work across NHS Boards but the patient's details are held by the contracted Board. **REMOVE**

The Chair wished to formally record the Boards thanks and appreciation for all the hard work that goes on behind the scenes to ameliorate the problem which arose.

The Chair wished to obtain an update on three amber actions from 30.08.23 item 9.3 Effect of Demographic Change on the Western Isles, by asking Paul Steele for an update on the actions.

Cllr. Steele advised that he met with the Minister in Edinburgh and with the recent publication on Highlands and Islands Depopulation Strategy / action plan the actions will be addressed by the Council and via OHCPP where appropriate.

It was agreed in relation to the two action updates from Cllr. Steele that these are now complete and will be removed from the action points.

Decision: The Board formally noted the updates.

Action: No action required.

6. FINANCIAL PERFORMANCE

6.1 Financial Performance Monitoring Report Month 10 (Jan'24)

6.1.1 Appendix 1 – Narrative Report

Issue: *The Board was asked to note for assurance the report presented by Ms. Debbie Bozkurt, Director of Finance and Procurement.*

Discussion: The Director of Finance, Debbie Bozkurt, presented Members with the report advising on a year-end break-even position as at January 2024.

The position is dependent upon the Scottish Government allocating all Boards with consequential monies from the Treasury which, for NHS Western Isles, is approximately £1m and this will be used to support the break-even position.

Ms. Bozkurt explained that the Executive Directors have undertaken a significant amount of work on grip and control which is looking at areas of vacancies, travel, utilising and maximising Near Me clinics and stopping all discretionary spends. The majority of budgets are under grip & control, however it was noted that restrictions on expenditure can only be halted temporarily before spending is required.

Ms. Bozkurt noted the continuation of budget pressures relating to locum costs, inflationary costs, drug costs and travel / flight costs.

The Director of Finance continued to note additional risks relating to:

- The unknown financial impact of SLA contracts and ECR's (Extra Contractual Referral) costs, while the majority of invoices are obtained at the end of the financial year.
- The Comhairle's cyber-attack continues to effect the monitoring of the Integrated Joint Board expenditure. The Boards reserves are held within the IJB and therefore a level of assumption is being made in relation to the level of overspend within the social care service.
- The level of delayed discharges, 30%, continues to impact on service delivery and financial impacts for patients who no longer require acute treatment. There is limited or no capacity within care at home or residential care. Notional cost impact for the Board is approximately £1.8m.
- Flight costs increase up by 20% over the past 2 years. Changes to the Inverness flight will impact on service delivery and colleagues are looking at how to mitigate this as much as possible to ensure that patients obtain their treatment.
- No new Scottish Government capital investment for the next 3 years, however this may impact on the Boards equipment replacement. The projects listed to date equate to approximately £3.5m against an allocation of £1.291m.

The Chair thanked Ms. Bozkurt, noting the appreciation of Board Members for the hard work in working towards achieving a financial breakeven, as well as the work to establish a Board balanced budget for 2024/25.

The Chair noted her concern at the projected allocation on capital against the existing number of capital projects the Board has.

In relation to the Board establishing a 2c practice for Benbecula Medical Practice, the Chair asked if there was a level of risk in the service not breaking even.

Ms. Bozkurt advised that the practice allocation comes from the Scottish Government and should be equal income "v" expenditure, but appreciated the Chair's concerns.

The Chair thanked Ms. Bozkurt for the comprehensive report.

Decision: The Board formally noted the report.

Action: No actions required.

6.2 NHS Western Isles Procurement Handbook & Strategy

6.2.1 Appendix 1 – Detailed Report

Issue: *The Board was asked to note the presentation of the report from Debbie Bozkurt, Director of Finance and Procurement.*

Discussion: Debbie Bozkurt advised that the Handbook has been reviewed by the Corporate Management Team and a few minor changes were made by the Chief Executive. The document is presented to the Board for assurance, knowing that procurement controls are in place.

The Chair thanked Ms. Bozkurt for the comprehensive report which set out clear lines of accountability and governance.

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

Action: **The report will be added to the Board Website.**

7. PERFORMANCE

7.1 Corporate Risk Register – Dec'23

7.1.1 Appendix A – CRR Detailed Report

Issue: *The Board was asked to note for assurance the report presented by Fiona MacKenzie, Nurse / AHP Director and Chief Operating Officer.*

Discussion: Fiona MacKenzie drew colleagues' attention to the report explaining that a number of the red risks are linked to financial balance - waiting times and out of hours services. These risk are due for an update in April and May '24. Work is being addressed on the impact assessment of waiting times and out of hours.

In addressing flight changes, reduction in the number of flights and the flight time changes, this will impact on service delivery and waiting times. It was noted that the organisation can and will make changes in its theatre schedule and outpatient clinics, however it's the impact this will have on the SLA receiving Boards and whether they can make the change within their organisation with little impact on their own service delivery.

There were no comments from Board Members.

The Chair noted that this is the first time that the risk register contained a large number of red rated risks, which does demonstrate the challenges facing the Board.

Ms. MacKenzie advised that a number of offline negotiations with consultants and NHS Boards continue to secure service delivery with as little as possible impact on patients.

Board Members thanked Ms. MacKenzie, her team and all Executive Directors for their continued endeavours.

Decision: The Board formally noted the report.

Action: No actions required.

7.2 Information Governance Performance Summary

7.2.1 Appendix 1 – Narrative Report

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

Discussion: The Chief Executive, Gordon Jamieson, presented the standard report to Members, which advises of the number of FOI requests, Subject Access request as well as Environmental requests. The following points were noted:

- 151 Subject Access Requests have been received, which is an increase of 16% on the previous year.
- In 2023, Jan-Dec'23, 822 FOI requests have been received which is approximately 70 per month. This is the highest level of request ever seen.
- 17 Data breaches were reported in 2023 with all being reviewed and appropriate action being taken.

The Chair thanked Mr. Jamieson for the report.

Decision: The Board formally noted the report.

Action: No actions required

7.3 Whistleblowing Quarterly Report 23/24

7.3.1 Appendix 1 – Q3 Report (Oct-Dec23)

Issue: *The Board was asked to note for assurance the report presented by Fiona MacKenzie, Nurse / AHP Director and Chief Operating Officer.*

Discussion: Fiona MacKenzie drew colleagues' attention to the report which indicates no concerns raised. Work continues to promote the Whistleblowing process with staff, as well as advising on how issues can be addressed at an early stage or as business as usual. Active engagement is obtained from the Whistleblowing Champion, Sheena Wright who continues to visit Board sites to explain the purpose and process to staff.

Sheena Wright explained that she has undertaken a number of site visits across the Islands and the recent report presented to the Staff Governance Committee details these. A visit to Harris will be addressed in May 2024 with the continued support of Louise Sullivan, Head of Clinical Governance and Professional Practice.

The Chair thanked Ms. MacKenzie and Mrs. Wright for their continued efforts.

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

Action: **No actions required.**

Gillian McCannon handed over the role of chairing the meeting to Sheena Wright.

7.4 Complaints Report

7.4.1 Appendix 1 – Summary Report Jul-Sept'23

Issue: *The Board was asked to note for assurance the report presented by Debbie Bozkurt, Director of Finance and Procurement.*

Discussion: Debbie Bozkurt, in providing a level of perspective, advised that she manages the administration of the Complaints process on behalf of the Chief Executive, with the Chief Executive having final sign-off on all responses.

The quarter 3 report, October to December 2023, advises that 7 complaints were received and all addressed as stage 2 formal complaint.

In total, for 2023 to date, 26 complaints have been received, compared with last year receiving 58 complaints for the period. The noticeable reduction may be a result of learning from the outcome of complaints or staff awareness and training.

No questions were raised.

Mrs. Wright thanked Ms. Bozkurt for the report noting the helpfulness of the report in obtaining understanding and assurance of the process involved.

Decision: The Board formally noted the report.

Action: No actions required.

7.5 Healthcare Associated Infection Reporting

7.5.1 Appendix 1 – HAIRT April – May 23

7.5.2 Appendix 2 – HAIRT June – July '23

7.5.3 Appendix 3 – HAIRT August – September '23

7.5.4 Appendix 4 – HAIRT October – November '23

7.5.5 Appendix 5 – HAIRT December '23 – January '24

Issue: *The Board was asked to note for assurance the reports presented by Fiona MacKenzie, Nurse / AHP Director and Chief Operating Officer.*

Discussion: Ms. MacKenzie presented the reports to colleagues explaining that a significant level of work is undertaken to assess the infection levels within the organisation.
In providing assurance it was noted that all infections have a full root cause analysis undertaken to identify, if possible, how the infection arises.

The cleaning compliance continues to be high despite the level of activity and the increase in contingency beds. All domestics are commended for the job they continue to do in helping to keep patients and staff safe.

Throughout the period there has been no surgical infections.

The Chair thanked Ms. MacKenzie for the report and expressed the Boards thanks all the staff for their continued support and dedication.

Decision: The Board formally noted the report.

Action: No actions required.

8. CORPORATE GOVERNANCE

8.1 Value Based Health and Care Action Plan

8.1.1 Appendix 1 – NHSWI Value Based Health & Care Action Plan

8.1.2 Appendix 2 – 15 Point Grid

8.1.3 Appendix 3 – Value Based Health & Care: A Vision for Scotland attached

8.1.4 Appendix 4 – Value Based Health and Care Action Plan

Issue: *The Board was asked to note for assurance the report presented by Fiona Mackenzie, Nurse / AHP Director and Chief Operating Officer.*

Discussion: Ms. MacKenzie drew colleagues' attention to the report summary and the appendices.

The Value Based Health Care Action Plan sets out how the organisation can reduce unwarranted variation, making sure systems are more efficient and effective and reducing waste. Focussing on behavioural and cultural shifts and closer working within the field of realistic medicine.

The documents will be added to over time and organisation will strive to become more efficient and effective in terms of utilising our resources. More in-depth review is required to ascertain how digital and remote access technology can be used to support service delivery.

The Chair enquired about the establishment of an action plan.

Ms. MacKenzie clarified noting that the appendices are high level and therefore there is a need to develop a local action plan, however this will be established in conjunction with Dr. McAuley and Dr. Rigby with anticipated updates being available to the Board in late April or May 2024.

The Chair thanked Ms. MacKenzie for the report.

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

Action: **No actions required.**

8.2 Childcare Provision – An Cotan

Issue: *The Board was asked to note the verbal update from Gordon Jamieson, Chief Executive.*

Discussion: Gordon Jamieson explained that there is limited updated available while further communication between the Central Legal Office (CLO) and Scottish Government continues.

Mr Jamieson explained that he has received feedback from Scottish Government, confirming the position is unchanged, in that the Board has the power to provide 0-3 years' childcare for their staff.

The issue still remains an areas of priority for the Board where the organisation is seeing, albeit small numbers of people not returning to work after maternity leave due to the lack of childcare. However, this cannot be fully attributed to the provision of childcare and An Cotan.

It was noted that any development of An Cotan has to be seen in the context of the Boards financial position and mitigating any recurring risk around such a venture is not insignificant.

Once further information is obtained from the CLO, Mr. Jamieson will update Members. The Chair, seeking to keep this issue on the agenda, asked for an update at the next meeting, which Mr. Jamieson agreed to.

The Chair thanked Mr. Jamieson for the update.

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

Action: **Verbal update at the next Board meeting.**

8.3 Climate Emergency and Sustainability Annual Report 2022/23

8.3.1 Appendix 1 – Narrative Report

Issue: *The Board was asked to note for awareness the report presented by Gordon Jamieson, Chief Executive.*

Discussion: The Chief Executive advised that the report is presented for Members attention. The report is driven by organisation experts and the Board Champion.

In relation to governance and sustainability Julia Higginbottom is the Board's Champion for Sustainability and we have been able to give a level of priority to this work and we will continue to ensure that the Board is compliant in areas such as reduction in greenhouse gases, building energy, heat sources. The paper talks about establishing green theatres, utilising green inhalers as well as reduction in anaesthetic gases.

To help in the reduction of greenhouse gases the Board is installing a number of bicycle sheds in specific Board locations, and further work on this is required. We will have a number of bicycles which staff can use to enable them to move between locations rather than taking a car. The Boards intention is to replace cars and vans with hybrid vehicles as and when appropriate.

The report also highlights the work in how the organisation disposes of food waste with dehydration systems. This is contained in detail within the food waste action plan.

Mr. Jamieson noted that no aspect of development is too small to make a collective difference and he expressed his thanks to the work of Lorraine Gillies who has been instrumental in the production of the report.

Sustainability Champion Julia Higginbottom echoed the thoughts of Gordon Jamieson, thanking the hard work and dedicated effort of Lorraine Gillies who addresses all the requirements from Scottish Government and leads a group of about 20 people to ensure that the different strands of work come together.

Naomi MacDonald enquired, as Barra is a carbon neutral island could this be copied. Julia Higginbottom advised, as in other Scottish Government departments funding is not as easy to obtain but it is hoped that with the development of future projects applications will provide the necessary funding to implement.

The Chair thanked colleagues for the discussion.

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

Action: **No actions required.**

A refreshment break was taken from 1130 - 1150

8.4 Health Promotion Strategy & Operational Plan – update

8.4.1 Appendix 1 – Narrative Report

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

Discussion: The Chief Executive remarked on the Boards priority which is about promoting good health and wellbeing prevention. The Scottish Government note 5 priority areas which impact on ill health:

1. Poverty
2. Obesity
3. Tobacco
4. Drugs
5. Alcohol

Mr. Jamieson noted that approximately a third of a person's total annual healthy life years are lost due to inequalities. By 2043 there will be an increase of 21% in the burden of disease. The climate emergency is a public health emergency which some people do not realise. With the increase in heat comes related illness and injury and mortality from respiratory disease as well as increase in water borne diseases.

The Board needs to be courageous in how it delivers its health and wellbeing promotion and the report may have a slightly different focus once the newly appointed Director of Public Health, Colum Durkan, takes up post towards the end of March as he is enthusiastic and passionate about this agenda.

Board Members found the report to be informative and well-presented but the Board needs to be focussing on what the health needs are of the communities. Other health professions will be able to contribute to develop the wider health promotion and prevention issues.

Colleagues noted that if the Board invests in promoting good health and wellbeing this will ensure that lives can be saved and extended as well as making future financial savings as a result of the work done today.

The Chair thanked Mr. Jamieson for the positive report.

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

Action: **No actions required.**

9. STAFF GOVERNANCE

9.1 Human Resources Workforce Report Dec '23

9.1.1 Appendix 1 – Narrative Report

Issue: *The Board was asked to note the report presented by Diane MacDonald, Director of Human Resources and Workforce Development.*

Discussion: Mrs. MacDonald presented the report advising on the following points:

- **Workforce** numbers remain stable with the age profile continuing to be skewed to over 40. There are 25% more employees under the age of 40 now than in post 3 years ago, which shows that NHS Western Isles is starting to attract a younger workforce.
- **Turnover** ~ as at September 2023 the turnover rate was 10.6%. Historically the NHS always had a low turnover rates but this has increased since the pandemic. The average NHS Board rate as at September 2023 was 9.4%.
- **Overtime** ~ in December 2023 there were 326 overtime hours taken with the highest level being in Engineering. Surgical Ward and Medical 2 Ward.
There are a number of reasons overtime is used in Works: -
 - Weekend boiler routines
 - Best use of time when visiting Uist and Barra
 - Work at evenings and weekends when clinical areas are not in use
 - Response to legionella outbreak over the last year.
- **Attendance** ~ overall sickness absence in December was 6.5% due to gastro-intestinal problems, colds, coughs, influenza. In December there was also winter illness including Norovirus and Flu A.
- **Recruitment** ~ Evidence is emerging that deteriorating transport links are having an impact on recruitment and retention, particularly in Uist and Barra.
The level of speculative applications from international candidates who are not qualified was becoming difficult to manage. Job Train functionality is now used to allow screening questions which filter out those that do not have the required qualifications/registration. This is resulting in lower application numbers

The Chair thanked Mrs. MacDonald for the report and opened the floor to questions.

Karen France MacLeod asked about the position of special leave and how long this category would be used for the recording of front-line covid positive cases.

Mrs. MacDonald advised that this has been discussed at the national Directors' meetings but no formal outcome has been obtained from Scottish Government.

Julia Higginbottom reflected on the need to have an empowered executive team to communicate well with the staff, ensuring that they are informed of the challenges ahead of the Board, but to enable Directors to deliver against the myriad of requests.

Diane MacDonald, accepting this is a very important point, on ensuring that staff are fully aware of the challenges in front of the Board. The Chief Executive is scheduling staff open sessions to explain the situation with the hope that staff will identify other areas where savings can be made. The issue of delivering financial balance is subject to all members of staff addressing this and making savings, no matter how small. Good engagement will continue as we go forward.

The Chair thanked colleagues for their discussion.

Decision: The Board formally noted the report.

Action: No actions required.

10. REPORT / APPROVED MINUTES FROM BOARD SUB COMMITTEES FOR NOTING

10.1 Healthcare Governance & Audit Committee

10.1.1 Healthcare Governance & Audit Committee Minute 29.09.23 - A

10.1.2 Healthcare Governance & Audit Committee Minute 13.12.23 - A

The Minutes was presented for information.

No questions were raised.

Decision: The Board formally noted the reports.

Action: No actions required.

10.2 Area Partnership Forum

10.2.1 Area Partnership Forum Minute of 27.11.23 - A

The Minute was presented for information.

No questions were raised.

Decision: The Board formally noted the reports.

Action: No actions required.

10.3 Staff Governance Committee

10.3.1 Staff Governance Committee Minute 09.11.23 – A

The Minute was presented for information.

Annetta Smith advised that the Staff Governance Committee met on the 8th of February where the workforce report presented today had been discussed. The next meeting will be held in May.

No questions were raised.

Decision: The Board formally noted the reports.

Action: No actions required.

11. EVALUATION

	YES	NO	COMMENTS
Were you satisfied that the agenda items presented covered the current significant areas?	✓		
Was there sufficient time to review the papers between receipt and the meeting date?	✓		
Was there sufficient time allocated to all agenda items?	✓		
Were the Executive Summaries an accurate reflection of the detailed paper?	✓		
Were you able to reach a satisfactory conclusion from the information presented on each item?	✓		Members reflected on the improved presentation and context of the information contained in the summaries and the main reports which did provide greater understanding
Were you able to contribute to the discussions and have your views considered?	✓		
Did you consider that the Board discharged its duty in respect of			
• Proper scrutiny	✓		
• Relevant questioning	✓		
• Constructive challenging	✓		

12. DATES, TIMES & VENUE OF NEXT MEETING

Public Board Meetings

Date: March 2024

Michelle McPhail advised that a March meeting date would be put forward to replace the scheduled meeting of the 27th of March which is now being used for the Ministerial Annual Review. The date suggested was the 21st of March.

The Chair thanked everyone for their contribution, commitment and involvement in the Board. The meeting was brought to a close at 12:30pm.

END