

Minutes of a meeting of the **Borders NHS Board** held on Thursday 3 April 2014 at 3.00pm in the Board Room, Newstead.

**Present:**

Mr J Raine	Mr C Campbell
Mrs K Hamilton	Mrs J Davidson
Mr D Davidson	Mrs J Smyth
Dr D Steele	Mrs C Gillie
Mr J McLaren	Dr E Baijal
Dr S Mather	Mrs E Fleck
Cllr C Bhatia	Mr D McLuckie
Mrs P Alexander	

**In Attendance:**

Miss I Bishop	Mrs E Cameron
Dr J Kirk	Mrs J Stephen
Mrs C Oliver	Mr A Pattinson
Mr T Cameron	Mr P Lunts

**1. Apologies and Announcements**

Apologies had been received from Sheena MacDonald, Karen McNicoll, Hamish McRitchie and Cliff Sharp.

The Chair confirmed the meeting was quorate.

The Chair welcomed Edwina Cameron to the meeting who had returned from a secondment appointment to the Scottish Government to take up the post of Interim Director of Workforce & Planning to cover June Smyth's maternity leave.

The Chair welcomed various members of staff to the meeting who were contributing to the discussion of various items on the agenda.

The Chair welcomed members of the public to the meeting.

**2. Declarations of Interest**

The Chair sought any verbal declarations of interest pertaining to items on the agenda.

Mr Calum Campbell advised that he would submit a further revised declaration of interests to the next meeting as he was awaiting confirmation of appointment to a charitable body as a non executive (non financial interest).

The **BOARD** noted the Register of Interests.

### **3. Minutes of Previous Meeting**

The minutes of the previous meeting of the Borders NHS Board held on 20 February 2014 were amended at page 4, paragraph 10, delete “citing” and replace with “positioning” and with that amendment the minutes were approved.

### **4. Matters Arising**

**4.1 Community Planning Partnership Audit in Scottish Borders:** Dr Doreen Steele requested that the cycle of meetings be revisited to ensure they did not clash with Borders NHS Board meetings.

**4.2 Prescription for Excellence:** Mr Calum Campbell advised that the matter would be discussed at the next Board Chief Executive’s meeting in regard to costs and return on investment.

The **BOARD** noted the action tracker.

### **5. Board Clinical Governance & Quality Update**

Mrs Evelyn Fleck gave an overview of the content of the report. Mrs Fleck advised that she had attended a government reception on Patient Opinion and gave feedback on the key messages from that reception which included the utilization of patient feedback as a key mechanism in addressing complaints.

Mrs Pat Alexander commented that it would be useful to receive information on the number of complaints, numbers upheld and any themes.

Mrs Jane Davidson commented on the 10 patient safety essentials campaign and Mrs Fleck advised that baseline data was being collected in 5 areas to name the patient safety essentials and that data would be used to inform the improvements made moving forward.

Dr Stephen Mather recorded his thanks to the Feedback and Complaints Team for their attention to complaints handling, knowing how complex they could be.

The Chairman suggested it would be interesting to see the nature of the complaints and how they benchmarked against other NHS Boards.

Mrs Fleck reported that an Annual Report on complaints was submitted to the Public Governance Committee.

The **BOARD** noted the Clinical Governance & Quality report.

### **6. Healthcare Associated Infection Control & Prevention Update**

Mrs Evelyn Fleck gave an overview of the content of the paper highlighting MRSA and MSSA rates, diarrhea and vomiting issues.

Dr Stephen Mather enquired about the drop in hand hygiene and monitoring compliance over the summer period for ancillary and medical staff. Mrs Fleck confirmed that when there was a drop in compliance it was reported to the relevant Clinical Board to address. Increased monitoring and conversations were taking place with staff through the current observations of care programme.

Mr Calum Campbell reiterated the organisations' aim of a zero tolerance to the 5 moments of hand hygiene.

Mr David Davidson enquired if in regard to colorectal surgery the information was scrutinised to show who the team and surgeon were in each incident. Mrs Fleck confirmed that the information was analysed in every case.

The **BOARD** noted the report.

## **7. NHS Borders Waiting Times Board Report**

Mrs Jane Davidson introduced the report which was in a revised format and she sought feedback from the Board on both format and clarity.

Mr Philip Lunts updated the Board on the end of March position. All patients requiring treatment in April were booked and there were no anticipated breaches. Mr Lunts advised that some patients were being treated on their TTG end date and the system was working to resolve that position. With regard to RTT breaches Mr Lunts updated the Board on the end of March position and reported that numbers had reduced and progress continued to be made.

Mr Lunts commented that all April patients had been allocated appointments and bookings were being made for May patients. There was a clear trajectory to move from 12 week to 10 weeks and down to 9 weeks from June 2014.

The Chairman noted that it was important to treat at 9 weeks in order to achieve the 12 week target. Mr Lunts confirmed that the system was intending to treat at 9 weeks and 10 weeks in order to achieve and maintain the 12 week target.

Mr David Davidson raised a query regarding confusion around the content of a letter to patients deeming them medically unavailable. Mrs Davidson undertook to review the range of letters associated with waiting times through the Patient Participation Group. Dr Stephen Mather suggested sending a copy of the letter to the GP to patient. Mr John McLaren commented that some services such as Rheumatology already undertook that approach.

Mr Calum Campbell noted the positive A&E performance and praised the input of staff and GPs in the hospital.

The Chairman enquired about the potential for the physiotherapy service to achieve the 9 week waiting times target. Mrs Davidson commented that the service was appointing to vacancies which would assist the service to achieve and sustain the target.

The **BOARD** noted the ongoing performance across waiting times and other access guarantees, targets and aims.

The **BOARD** noted that the Inpatient and the New Outpatient Stage of Treatment forward plans and trajectories would be presented at the next Board meeting.

## **8. NHS Borders 2013/14 Winter Period Report**

Mrs Jane Davidson introduced the report commenting that although it was titled the winter period report it actually referred to year round planning. Mr Tim Cameron gave an overview of the report and commented that performance had improved on the same period in the previous year.

Dr Stephen Mather enquired about any trends being accountable for the increases in average length of stay during the January and February periods. Mrs Davidson suggested norovirus had impacted on the increase and confirmed that the service was analyzing the data around that.

Mrs Karen Hamilton noted the recommendations for the future and was content to see availability of home care to be improved as a recommendation. Mrs Hamilton enquired how much was within the gift of NHS Borders. Mrs Davidson confirmed that NHS Borders was engaged with Scottish Borders Council and private sector partners to pursue the provision of quality home care in the Borders.

Mr David Davidson noted the key lessons and sought an understanding of timescales to completion. Mrs Davidson commented that a national post winter event was to be held where Boards would share their learning and experiences and the plan would be formulated following that event.

Mrs Pat Alexander enquired how many people presented at A&E directly without going through the NHS24 route and she enquired how NHS24 could assist in diverting people from attending A&E when it was not required. Mrs Davidson advised that she was not aware of the number of people who are presented at A&E, however she was aware that general feedback from clinicians had been that the majority of attendees at A&E were appropriate. She further commented that NHS24 and the BECs service both had a part to play in moving forward to bring read across and infrastructure support to the Emergency Department services in the winter period and throughout the year.

The **BOARD** considered the report and noted the learning and improvement opportunities for the following year which would not be taken forward by the Winter Planning Group.

## **9. Unscheduled Care Action Plan Year 2 (LUCAP)**

Mrs Jane Davidson gave a brief update on the Unscheduled Care Action Plan for year 2, reminding the Board that it dovetailed into the winter planning work as well as being a plan for the whole year. She advised that a further report would be given to the next Board meeting in June.

The **BOARD** noted the update.

## **10. Borders General Hospital, Car Parking and Enforcement Update**

Mr David McLuckie gave an update to the Board on the car parking arrangements at the Borders General Hospital that had been in place for the past few months. He advised the Board of the intention

to work up a non returns policy to the short stay car park and a range of potential assistive measures for staff travel including car sharing and public transport arrangements.

It was noted that 234 appeals had been received of which 25% had been upheld. Mrs Karen Hamilton commented that a significant number of appeals involved cars that had relocated within the car park and she suggested that it was becoming a simpler process and the Appeals Panel was meeting on a fortnightly basis. Mrs Hamilton advised that there was a need to ensure that ward staff made patients and visitors who were likely to overstay, aware of the exemption process for parking.

Mr McLuckie advised the Board that there were plans to expand the car parking provision once the Scottish Ambulance Service station had been completed and the fenced off areas were made available.

Mr John McLaren commented that whilst he was supportive of the recommendations within the paper he was keen to ensure that all safety elements were captured in moving forward

Mrs Pat Alexander enquired about publicity within the organisation for the car parking exemptions system. Mrs Clare Oliver commented that there were both posters and leaflets within various ward areas and each patient letter contained a leaflet regarding car parking arrangements.

Mr Calum Campbell commented on the recent sad media story advising that the organisation had tried to communicate as clearly as possible however on this occasion sadly this had failed.

Dr Doreen Steele enquired if the Bike to Work scheme was promoted by NHS Borders. Mr McLuckie confirmed that it was.

The Chairman commented on a meeting that he had attended with some of the residents of Darnick village regarding the impact of the car parking restrictions on the Borders General Hospital site and how they were affecting the immediate local area. He highlighted that for the residents in Darnick if there were obstructions then it was a matter for the highways authority and the Police. He reiterated that the organisation was keen for its staff to be good neighbours and was trying to get the balance right.

The Chairman recorded the recognition and congratulations of the Board for the General Services staff who were often put under pressure whilst managing the car parking situation.

The **BOARD** noted the progress in managing the car parking facilities and Appeals process within Borders General Hospital.

The **BOARD** supported further development to explore the introduction of automatic number plate recognition cameras alongside a 35 min no return policy, which will allow more efficient management of the sort stay car parks.

The **BOARD** supported further development to further develop car sharing and use of public transport.

The **BOARD** supported further development to issue further guidance to staff which would be aimed at clarifying and restating previously published guidance.

## **11. Update on the Implementation Plan for the Application of the Nursing & Midwifery Workload Measurement Tools during 2014/15**

Mrs Evelyn Fleck updated the Board on the local project plan for 2014/15 to deliver the requirements within the revised guidance issued in October 2012. The revised workforce planning guidance mandated that nursing projections were developed with consideration to nursing and midwifery workforce and workload planning programme tools in addition to the Scottish Adult Inpatient Tool.

Mrs Fleck further advised that NHS Borders was on trajectory to achieve the standard set for 100% of students in place within 10 weeks.

The **BOARD** approved the proposed implementation plan with indicative timescales for the application of the Nursing and Midwifery Workload Measurement Tools during 2014/15.

The **BOARD** approved the proposed sign off arrangements and the completion of an Annual Report for the Board in March 2015.

## **12. 2020 Local Delivery Plan 2014/15**

Mrs June Smyth presented the Local Delivery Plan (LDP) for formal approval advising that the final version had been submitted to the Scottish Government on 14 March subject to Borders NHS Board approval.

Mr David Davidson noted risks in terms of staffing, primary care services, resources, integration, IT, care in the community and care homes, noting that many were not within the control of the Health Board, however some would be delivered through the Adult Health & Social Care Joint Integration Board.

Mr Calum Campbell advised that there were several working groups between Scottish Borders Council and NHS Borders focusing on the various elements of integration including IT. He further commented that NHS National Services Scotland (NHS NSS) had offered to assist the integration agenda locally by bringing various resources to the table.

Mr Davidson enquired if the capital resource could be quantified. Mr Campbell advised that quantification had been sought. Mrs Jackie Stephen commented that work with NHS NSS was in its infancy stage but was being progressed.

The **BOARD** approved the Local Delivery Plan for 2014/15.

## **13. NHS Borders 2014/15 Financial Plan**

Mrs Carol Gillie talked through the financial plan element of the Local Delivery Plan (LDP). She advised that the financial plan covered the next three financial years for revenue and 5 years for capital. The Scottish Parliament in February agreed its budget for 2014/15 and indicative budget figures for the following year. Funding for 2014/15 was confirmed however future years would be dependent on the next spending review. Mrs Gillie emphasised 2015/16 and 2016/17 were to be seen as illustrative only.

Mrs Gillie then highlighted the key points from each section including in Section 1, NHS Borders was presenting a balanced financial plan for 2014/15. The key points to note from 2014/15 were the recurring commitments were listed in appendix 1; the non recurring commitments included support for the commission team and project support ; £500k recurring continued to be set aside for clinical excellence; the financial plan set aside a contingency of £2m for 2014/15.

In Section 2 the size of the cash releasing challenge facing the organisation was £4.6m which equated to 2.5% of the baseline budget. Schemes of £4.6m had been identified although some remained high risk. In Section 3 the report focused on the key assumptions and risk. Section 4 concentrated on years 2015/16 and 2016/17. Section 5 gave a high level draft plan for capital for the following 5 years. For the purposes of the capital plan NHS Borders continued to assume any proceeds generated from capital sales.

The **BOARD** reviewed the report and approved the 2014/15 financial plan and noted the indicative outline of the financial challenge in 2015/16 and 2016/17.

#### **14. Consultation responses to the Director of Public Health's Annual Report 2011/12.**

Dr Eric Baijal gave an overview of the report and highlighted the methods used to consult including workshops, an electronic survey and presentations to committees and groups. Discussion focused on the launch event, workshops, deprived communities, involvement of children and young people and the clinical strategy.

Mr David Davidson described the report as excellent and noted that it contained the beginnings of a great deal of actions. He also noted that the two main sports activities in Scottish Borders namely Rugby and Cricket were not mentioned as being good for health. Dr Baijal noted the comment and advised that during the consultation with children they did not mention health services.

Cllr Catriona Bhatia enquired about the next steps and Dr Baijal advised that the feedback would be analysed and would inform the next range of actions to be addressed.

The **BOARD** noted the consultation on the Director of Public Health's Annual Report for 2011/12.

The **BOARD** endorsed the planned forward work based on outcome of consultation with a further report on the actions to be brought to the Borders NHS Board and Scottish Borders Council in due course.

#### **15. Audit Committee**

Mr David Davidson commented that the Committee was focused on the year end activity and further meetings with the Auditors.

The **BOARD** noted the update

#### **16. Clinical Governance Committee**

Dr Stephen Mather commented that the next Clinical Governance Committee meeting would be held the following week.

The **BOARD** noted the update.

#### **17. Public Governance Committee**

Dr Doreen Steele commented that the Committee had held a topic development session with representatives from The Bridge. The discussion topic had been transport.

The **BOARD** noted the update.

#### **18. Staff Governance Committee**

Mr John McLaren commented that the Committee had met on 10 March and under its new Terms of Reference it now had a focused theme for each meeting. The March meeting had focused on HR shared services nationally and progress with the Staff Governance Action Plan.

The **BOARD** noted the update.

#### **19. Mid Year Review Feedback**

Mr Calum Campbell explained that the Mid Year Review had taken place. The review had been positive and had focused on finance, waiting times and the 10 patient safety essentials.

The **BOARD** noted the update.

#### **20. Adult Health & Social Care Integration**

Mr Calum Campbell introduced Mr James Lamb, Programme Manager for Integration. Mr Campbell commented that a Board Development session had been held with Scottish Borders Council and it had been agreed to move forward with the setting up of an Integration Shadow Board. He highlighted that the documentation before the Board set out the requirements to move to an Integration Shadow Board arrangement.

Cllr Catriona Bhatia advised that a similar paper had been presented to Scottish Borders Council the previous week and it had been accepted without any debate. She further advised that the first meeting of the Integration Shadow Board would take place on 28 April at 2pm. Cllr Bhatia commented that the work of the CH&CP would be wrapped up into the Integration Shadow Board and the work of children's services had to be incorporated into that and not lost in the Adult Health & Social Care agenda.

Mr Lamb endorsed the direction of travel and recorded his thanks to Miss Iris Bishop and Mrs Jenny Wilkinson for their leadership in pulling together and agreeing the documentation to support progress towards the Integration Shadow Board arrangements.

Mr Campbell emphasised that the CH&CP would be moved into abeyance until March 2015 when statutory regulations were expected to be finalized to formally disband the CH&CP. He further advised that the Chief Officer role was being advertised.



Dr Eric Baijal recorded his thanks to Mr Lamb for his drive and tenacity in developing the work that had been achieved. Mrs Jane Davidson echoed Dr Baijal's comments adding that Mr Lamb had shown great expertise in relationship management skills.

The Chairman invited the Board to formally thank Mr Lamb, Miss Bishop and Mrs Wilkinson for their work to date on integration in Scottish Borders.

The **BOARD** endorsed the Non Executive membership of the Integration Shadow Board as being Dr Doreen Steele, Mrs Pat Alexander, Dr Stephen Mather and Mr David Davidson and agreed the other two positions would involve clinical input.

The **BOARD** noted progress with the Integration Programme.

The **BOARD** agreed that the Health and Social Care Pathfinder Board be disbanded.

The **BOARD** agreed that a Health and Social Care Shadow Integration Board be established with effect from 7 April 2014 until 31 March 2015.

The **BOARD** agreed that the Shadow Integration Board would direct the work-streams required to achieve integration and define the transition arrangements, it would also include the remit of the current Community Health and Care Partnership (CHCP) at its inception and move the CH&CP Board into abeyance and ensure it was fundamentally disbanded by 31 March 2015 on receipt of statutory requirements to that effect.

The **BOARD** approved the terms of reference of the Shadow Integration Board as detailed at Appendix 1.

The **BOARD** approved the remit and constitution of the Shadow Integration Board as detailed at Appendix 2.

The **BOARD** agreed that the Shadow Integration Board evaluate and define the scope of the functions detailed at Appendix 3 for future consideration;

The **BOARD** approved the Standing Orders to be used by the Shadow Board as detailed at Appendix 4;

The **BOARD** approved the Dispute Resolution process as detailed at Appendix 5; and

The **BOARD** delegated authority to the Chief Executive and Chair of NHS Borders and the Chief Executive of Scottish Borders Council (in consultation with the Leader and Member for Health Services) to add, remove or amend any services within the remit of the Shadow Board, as required and in compliance with the Public Bodies (Joint Working) (Scotland) Act 2014 and any consequential Regulations, Orders, Directions and Guidance.

*Cllr Bhatia left the meeting.*

## **21. Annual State of NHSS Asset and Facilities Report 2013**

Mr David McLuckie gave an overview of the content of the report highlighting that the report was widely recognised as a key reference document which was used to inform decisions on the continuing investment in assets and facilities services to deliver the “2020 Vision” for sustainable high quality in health.

The **BOARD** noted the contents of the Annual State of NHSScotland Assets and Facilities Report for 2013.

## **22. Property – Surplus & Disposal**

The Chairman proposed that this item be deferred.

The **BOARD** agreed to defer the item.

## **23. Financial Monitoring Report for the 11th month period to 28 February 2014**

Mrs Carol Gillie gave an overview of the finance report highlighting that the Board was reporting an outturn of £2.0m in excess of its revenue budget 11 months into the financial year. The reported position remained in line with projections and therefore the Board remained confident a year end break even position would be achieved.

Dr Stephen Mather highlighted that the Service Level Agreement (SLA) with NHS Lothian remained unsigned and he enquired if that would be the case moving into 2014/15. Mrs Gillie confirmed that the SLA would remain unsigned. In financial terms the amount of money payable from NHS Lothian to NHS Borders had been agreed for Orthopaedics and Endoscopy. Mrs Gillie further advised that NHS Lothian had intimated that they may be looking to withdraw from that agreement in future.

The Chairman suggested it may be appropriate to revisit the business case and look at future options.

Mr David Davidson enquired about an indication of the amount of contingency funds required to balance the overspend. Mrs Gillie advised that at the end of February the prediction was £2m with no further pressures forecast for March. She was therefore confident in continuing to predict an end of year break even position.

Mrs Pat Alexander enquired about the overspend on external healthcare providers and enquired if this was linked to waiting times. Mrs Gillie reported that the overspend was linked to UNPACs and not waiting times.

The Chairman noted that UNPACs was difficult to budget for accurately.

The **BOARD** noted the financial performance for the first 11 months of the financial year.

## **24. NHS Borders HEAT Performance Scorecard**

Mrs June Smyth gave an overview of the content of the report highlighting both strong and poor performance. Rates of 86% for eKSF and 77% for PDP reviews had been achieved across the system.

Mr John McLaren recorded his thanks to the eKSF champions in assisting the organisation to achieve the standard.

Dr Stephen Mather highlighted performance against the 12 weeks waiting times target for out patients. Mrs Jane Davidson advised that the Board Waiting Times report would give more insight and positive confirmation that the organisation was moving in the right direction in regard to waiting times.

The **BOARD** noted the February 2014 HEAT Performance Scorecard.

## **25. Chair and Non Executive Directors Report**

The Chairman recorded the congratulations of the Board to Mrs Clare Oliver who had been appointed as Communications Manager.

The Chairman highlighted that enhanced recovery had been spread across NHS Scotland and reminded the board that the organisation had been an earlier developer of that system.

Mrs Karen Hamilton gave feedback from her first meeting of the Health Promoting Health Service group.

The **BOARD** noted the report.

## **26. Board Executive Team Report**

Mrs June Smyth highlighted the Celebrating Excellence Awards event.

Mrs Carol Gillie highlighted that the Audit Committee had agreed to extend Internal Audits Management arrangements with PricewaterhouseCoopers.

Mrs Jane Davidson commented that there had been an eHealth debate held in the Scottish Parliament on how technology could support better delivery of healthcare. Mr Jim Hume MSP had spent a day at NHS Borders and that had been the focus of his visit.

The Chairman requested that the Board be given the opportunity to view Wardview.

The **BOARD** noted the report.

## **27. Statutory and Other Committee Minutes**

The **BOARD** noted the minutes.

## **28. Any Other Business**

**28.1 Non Executives Desk Space:** Miss Iris Bishop advised the Board that in order to enable Non Executives to have an appropriate hot desk work space facility there was a fully enabled desk for Non Executive's to utilise in Room 1EC6, at the Education Centre.

**28.2 Colour Printing:** Miss Iris Bishop advised the Board that in line with the financial control measures and as agreed at a Financial Performance Oversight Group there would be no further colour copies of Board papers made available to members.

**28.3 Director of Workforce & Planning:** The Chairman noted that Mrs June Smyth would be leave on maternity leave shortly and the Board wished her well with the impending arrival.

**28.4 Car parking:** Dr John Gaddie, a member of the public, requested the permission of the Board to address them. Dr Gaddie acknowledged publicly the exemplary care experienced by 2 members of his family recently through the medical and nursing teams of NHS Borders.

**28.5 Reprovision of Hospital for Sick Children Edinburgh (RHSCE) & Department of Clinical Neurosciences:** Mrs Carol Gillie advised that the South East and Tayside Group Directors of Finance had been given an indication of the costs associated with the RHSCE and Department of Clinical Neurosciences site in Edinburgh. The key message to Board members was that the revenue costs had more than doubled.

**28.6 Charging:** Mr David Davidson enquired if any conversations had taken place nationally in regard to charging for hospital food. Mr Calum Campbell advised that he was unaware of any national discussion on this matter.

The **BOARD** noted the matters raised.

## **29. Date and Time of next meeting**

The Chairman confirmed that the next meeting of Borders NHS Board would take place on Thursday 26 June 2014 at 3.00pm in the Board Room, Newstead.

*The meeting concluded at 5.35pm.*