

Minutes of a meeting of the **Borders NHS Board** held on Thursday 7 August 2014 at 3.00pm in the Board Room, Newstead.

Present:

Mr J Raine	Mrs E Cameron
Mrs K Hamilton	Dr S MacDonald
Mr D Davidson	Mrs J Davidson
Dr D Steele	Mrs E Rodger
Mr J McLaren	Mrs C Gillie
Dr S Mather	
Mrs K McNicoll	
Mrs P Alexander	

In Attendance:

Miss I Bishop	Dr C Sharp
Mrs S Errington	Mrs J Stephen
Mrs A McCollam	Ms J Weir
Mrs L Cullen	Mrs S Manion
Mr A Pattinson	Ms L Morgan-Hastie

1. Apologies and Announcements

Apologies had been received from Mr Calum Campbell, Cllr Catriona Bhatia, Dr Eric Baijal, Dr Hamish McRitchie, Dr Jonathan Kirk and Mr David McLuckie.

The Chair confirmed the meeting was quorate.

The Chair welcomed a range of attendees including, Mrs Allyson McCollam who was deputising for Dr Eric Baijal, Mr Alasdair Pattinson, General Manager, Mrs Jackie Stephen, Head of IM&T, Mrs Susan Manion, Chief Officer, Mrs Stephanie Errington, Head of Performance & Planning and Ms Joanne Weir, Performance & Planning Officer.

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.

The **BOARD** noted there were no Declarations of Interest.

3. Minutes of Previous Meeting

The minutes of the previous meeting of the Borders NHS Board held on 26 June 2014 were approved.

4. Matters Arising

The **BOARD** noted the action tracker.

5. Board Clinical Governance & Quality Update

Mrs Evelyn Rodger introduced the report and gave an overview to the Board on progress in relation to the areas of Patient Safety, Person Centred Health and Care, Clinical Effectiveness and Patient Flow. She highlighted key issues of testing quality and safety boards and the process for adverse event management activity.

Mrs Karen Hamilton commented that the Ward Boards were impressive and she sought clarification that the information they presented was comprehensible from the patient and public perspective.

Mr John McLaren commented that he had received feedback from ward staff that the Executive Leadership walkrounds were more engaging with a sense of partnership being achieved with those working on the wards.

Mrs Pat Alexander sought a year by year comparison of complaints data.

The Chairman noted that Mrs Anne Purvis was stepping down as Chair of the Borders General Hospital Public Representation Group and he enquired of the process to elect a new chair. Mrs Rodger confirmed that a new chair would be elected from within that Public Representation Group.

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

6. Healthcare Associated Infection Control & Prevention Update

Mrs Evelyn Rodger introduced the report advising that it provided an overview of Infection Prevention and Control with particular reference to the incidence of Healthcare Associated Infections (HAI) against Scottish Government HEAT targets, together with results from cleanliness monitoring and hand hygiene audit results.

Mrs Rodger advised that the organisation was not on trajectory to meet the Staphylococcus aureus Bacteraemia (SAB) target and highlighted the challenge faced in the way the target was measured. Mrs Rodger confirmed that the organisation remained on trajectory to meet the Clostridium difficile infection (CDI) target.

The Chairman commented on the number of acute occupied bed days. Mrs Carol Gillie confirmed that bed numbers had reduced significantly since 2005 however the data appeared a stark contrast to other Health Boards as they had reduced their bed numbers considerably prior to 2005.

The **BOARD** noted the report.

7. Access to Treatment Report

Mrs Jane Davidson highlighted several key issues within the report including: challenges in orthopaedics, oral and ENT for in-patient and out-patient services; TTG performance; A&E 4 hour target performance, cancer waiting times and the delayed discharges target.

Mrs Davidson further highlighted the breaches within the Podiatry service and advised that the Podiatry service was previously a consistent positive performer and she anticipated the current performance to be unusual and swiftly rectified.

Dr Stephen Mather noted the positive progress with cancer waiting times and he queried if the Orthopaedics issue was one of capacity. Mrs Davidson advised that meetings had taken place with the Orthopaedic surgeons on demand and capacity and it was felt targets were achievable. She commented that there were breaches of the Treatment Time Guarantee (TTG) due to cancellations on the day of surgery. Mr David Davidson enquired why Orthopaedics was not delivering if the capacity was in place. Mrs Davidson commented that there had been a misalignment of capacity to demand previously and through conversations with the surgeons and staff this was now being positively progressed.

Dr Mather enquired if there was any indication as to why there were increases in unscheduled care attendances. Mrs Davidson advised there were general increases and in looking more closely at them they were appropriate attendances.

Dr Mather enquired about progress against the brain scan and aspirin targets within the Stroke Bundle. Dr Sheena MacDonald advised that the issue within the Stroke Bundle was the aspirin target and the focus of attention was now placed on this element to ensure progress.

Dr Doreen Steele enquired if the GP out of hours realignment had affected A&E attendances. Dr MacDonald advised that an analysis had been undertaken and recorded that there had been no impact on A&E attendances as a consequence of not having an out of hours GP provision in Hawick at the weekends.

The Chairman commented that the Cabinet Secretary had been clear with the Chairs of NHS Scotland Health Boards that there were to be no breaches of the TTG, A&E or Cancer Waiting Times targets and he enquired of the trajectory position for September. Mrs Davidson assured the Board that the aim was for a zero breach position.

The **BOARD** noted the ongoing performance and the challenges associated with scheduled care in particular the TTG and Outpatient Stage of Treatment standards.

The **BOARD** noted the ongoing challenges in Physiotherapy Waiting Times

The **BOARD** noted the challenging context in delivering the 4-hour ED standard.

The **BOARD** agreed Dr MacDonald should pursue a postcode analysis of attendances at A&E.

8. Clinical Strategy

Mrs Stephanie Errington provided the Board with an update following the Public Consultation of NHS Borders key principles.

The main issue of discussion was raised by Dr Stephen Mather and related to communication as a key principle including signage, technology and letters.

Mrs Karen McNicoll advised that the Area Clinical Forum had welcomed the clinical strategy and the key principles in assisting consistent conversations.

The **BOARD** noted the Public Consultation on NHS Borders Clinical Strategy Key Principles.

The **BOARD** reviewed and agreed the Public Consultation Summary Report, including the changes to the Key Principles, (shown from page 18 of the report), following the consultation.

The **BOARD** approved the next steps to review compliance of all services against the Key Principles.

The **BOARD** noted the update with regards to NHS Borders Out of Hours Services.

The **BOARD** agreed to build in communication to the six key principles.

9. Celebrating Our Success 2013/14

Mrs Edwina Cameron commended the publication to the Board for noting.

Mrs Pat Alexander enquired of the next steps for the report. Mrs Cameron advised that it would be circulated to staff groups and communicated as widely as possible including through the media.

The Chairman welcomed the report and its wide distribution.

The **BOARD** noted the publication.

10. Physiotherapy Waiting Times

Mrs Karen McNicoll introduced Mr Tim Cameron and Mrs Lynne Morgan-Hastie who presented on Physiotherapy Waiting Times.

Mr Cameron gave background to the performance of the physiotherapy waiting times and highlighted reduced performance.

Mrs McNicoll highlighted actions that had been taken in 2012/13 which included data cleansing, demand and capacity, treat in turn, DNA policy and staff engagement and actions that had not yet been taken forward including triage clinics, telephone reviews, flexible working, workforce review and reporting on 4 week waiting times. Several challenges were highlighted including: vacancies and recruitment issues, increased demand, reduced activity, changes in clinical service leadership. Mrs

McNicoll advised of progress that had been made for 2014/15, next steps and learning points for the service.

Mrs Karen Hamilton enquired in regard to physical activity pathways and lifestyle advisers, if those routes had been explored through the self assessment and triage process as not all interventions were physio interventions. Mrs McNicoll commented that the content of the self help packs might assist with those suggestions and she advised that the Allied Health Professions Advisory Committee had taken the Physical Activity Pledge as their professional theme for 2014.

Further discussion focused on the number and level of posts within the physiotherapy directorate and the sharing of knowledge and resources; engagement with leisure trusts; average waiting times; impact on other services for those waiting beyond optimum treatment time and DNA rates for the service.

Mrs Pat Alexander enquired if the provision of Locums would assist. Mrs McNicoll clarified that whilst locums might address the issue in the short term, the service needed to review the time it spent with patients, the need for robust triaging and interrogation of referrals in order to ensure it was working to best effect for the patient and the organisation.

The Chairman noted a 30% increase in referrals. Mrs McNicoll commented that without a centralized booking function it was difficult to analyse how appropriate the referrals were and how they could be dealt with to best effect for the patient. Mrs Davidson supported a more robust vetting procedure. Mrs Carol Gillie was supportive of Mrs McNicoll's approach to the service in looking at its procedures as opposed to continual funding locums and short term initiatives.

Mr David Davidson enquired if the income from motoring accidents covered physiotherapy treatments. Mrs Gillie confirmed that it did.

Mr Davidson suggested using the provision of local sports clubs and facilities for patients to further their activities once they no longer required physiotherapy support. Mrs Lynne Morgan Hastie advised that progress was being made in that area and Mrs McNicoll confirmed that she had asked Mrs Morgan-Hastie to pursue working more collaboratively with sports science and analysis.

Mr Davidson recalled that various measures had been determined over a year previously and progress had begun to be made however it had stalled and he enquired how the service would move forward and at what point would it be reviewed. Mrs McNicoll suggested presenting to the next Strategy & Performance Committee meeting of the Board the actions the service was signed up to delivering in terms of robust planning and commitments, and policies and procedures.

The **BOARD** noted the presentation and agreed to receive a further update at the next meeting.

11. Audit Committee

Mr David Davidson advised that the Committee would be considering the provision of internal audit at its next meeting.

The **BOARD** noted the update.

12. Clinical Governance Committee

Dr Stephen Mather advised that there appeared to be a lack of medical attendance at the Committee and he was keen to pursue that matter. He advised that 2 candidates had been appointed to share the post of Associate Medical Director for Clinical Governance, those being Dr Craig Whellans and Dr David Love.

The **BOARD** noted the update.

13. Public Governance Committee

Dr Doreen Steele advised that the next session of the Committee would focus on integration and engagement. She further advised that the way finder system issue had now been resolved.

The **BOARD** noted the update.

14. Staff Governance Committee

Mr John McLaren advised that work continued on the staff governance action plan and advised of the work being undertaken in regard to the next staff survey.

The **BOARD** noted the update.

15. AH&SC Integration Shadow Board

Mrs Pat Alexander advised that the meeting held earlier that week had focused on the joint response to the draft integration regulations, the integrated care fund and clinical and care governance arrangements. Mrs Alexander advised that the Board received regular highlight reports on the integration programme and finance reports.

Mrs Susan Manion gave an update in regard to timescales and anticipated business for the Integration Shadow Board moving forward.

Mrs Manion advised that the joint integration consultation response to the draft regulations had been tabled. The Integration Shadow Board at its meeting on Monday 4 August, had received the joint response to the draft regulations and approved it subject to some minor adjustments. The adjustments had been made and the paper before the Board was the final version for the Board to approve.

The **BOARD** approved the Joint Consultation response to the draft regulations.

16. Financial Monitoring Report for the 3 month period to 30 June 2014

Mrs Carol Gillie advised that as at 30 June 2014 the Board was reporting a position of £1.1m in excess of budget, although the overspend trend had reduced in June. Overall income budgets were at break-even. She continued to forecast a year end breakeven position for capital and revenue.

Mr David Davidson recorded his congratulations to Mrs Gillie and her team for pursuing efficiencies. He enquired when an update would be available regarding the Service Level Agreements for NHS Lothian and Northumberland.

Mrs Gillie confirmed that discussions were ongoing and whilst agreements had not been signed discussions were ongoing. There was agreement that the contract would be at least £2.6m but no consensus on activity above that level. With regard to NHS Lothian she reported that there were 2 issues those being in regard to Endoscopy and Orthopaedics. NHS Borders would continue to bill NHS Lothian for endoscopy slots as per the service level agreement. In the case of orthopaedics some activity had been received and NHS Lothian would be billed accordingly.

Dr Stephen Mather enquired if national negotiations would assist with the supplies budget issues. Mrs Gillie confirmed that progress was being made with regard to national procurement. Mrs Evelyn Rodger enquired if the overheads for national procurement were outstripping the benefits. Mrs Gillie clarified as the spend nationally with the national distribution centre increased overhead costs as a percentage was reducing.

Dr Doreen Steele noted the time lag on the activity data received. Mrs Gillie confirmed that there was a data time lag of about 6 weeks.

Mrs Pat Alexander enquired if tertiary service referrals were made by the GP or NHS Borders and if they were followed up locally. Dr Sheena MacDonald advised that the routes into the tertiary service were via GPs or another consultant into NHS Lothian. She advised an internal process was being worked through to direct referrals through a central point in Borders to neighbouring Boards. She further confirmed that work was being carried out service by service in regard to repatriation for follow up appointments.

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

17. HEAT Performance Scorecard

Mrs Edwina Cameron gave an overview of the report highlighting areas of both strong and poor performance.

Dr Stephen Mather enquired about DNA rates and how they were being addressed across the system. Mrs Cameron advised that resources were being targeted at particular services to address DNAs. Mrs Jackie Stephen commented that a radio campaign and telephone reminder services had been launched in the past to address DNAs and these could be refreshed for the future.

Mrs Pat Alexander enquired how well the telephone reminder service had been in regard to DNAs. Mrs Stephen commented that a report was being pulled together on how effective it had been and that one of the findings had been that initially it had been recognised as a withheld number, this was now rectified and a Galashiels number was shown.

Mrs Karen McNicoll welcomed the service by service approach to DNAs.

The **BOARD** noted the August 2014 HEAT Performance Scorecard (June performance).

The **BOARD** agreed to receive and update paper on DNAs at a future meeting.

18. Chair and Non Executive Directors Report

The **BOARD** noted the following changes in Non Executive Director positions:-

- Mr Pat Alexander appointed as Vice Chair for the AH&SC Integration Shadow Board.
- Mrs Karen Hamilton appointed a member o the Staff Governance Committee.
- Dr Doreen Steele removed as a member of the Staff Governance Committee.
- Mrs Karen Hamilton to join the SBC Social Work and Housing Committee as a non voting member.

The **BOARD** noted the report.

19. Board Executive Team Report

Dr Sheena MacDonald advised that the new Death Certification process had been implemented as of midnight Tuesday that week (5 August 2014).

Mr David Davidson enquired about the lessons learned from the RCN event held on 1 July 2014. Mrs Evelyn Rodger advised that the event had focused on the Nursing response to the Integration draft regulations consultation.

Mr Davidson enquired when the NHS Scotland Finance System would be available. Mrs Carol Gillie confirmed that she was pursuing the creation of a database to input both NHS and Local Authority data into and to then run reports from that database.

Mrs Pat Alexander enquired about the carer positive employers kite mark. Mrs Edwina Cameron confirmed that a Steering Group had been set up to take it forward.

The Chairman enquired if NHS Borders was involved nationally in the Ebola matter. Dr Sheena MacDonald confirmed that NHS Borders was linked to the Ebola issue through Health Protection Scotland. She further confirmed that updates had been circulated and staff were being kept informed to ensure they were fully prepared in the event of managing an incident of Ebola.

The **BOARD** noted the report.

20. Statutory and Other Committee Minutes

The **BOARD** noted the minutes.

21. Any Other Business

There was none.

22. Date and Time of next meeting

The Chair confirmed that the next meeting of Borders NHS Board would take place on Thursday 2 October 2014 at 3.00pm in the Board Room, Newstead.

The meeting concluded at 5.40pm.

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