

Minutes of a meeting of the **Borders NHS Board** held on Thursday 6 August 2015 at 3.00pm in the Board Room, Newstead.

Present:

Mr J Raine	
Mrs K Hamilton	
Mr D Davidson	
Dr D Steele	Dr T Patterson
Mr J McLaren	Dr S MacDonald
Dr S Mather	Mrs S Manion
Mrs K McNicoll	Mrs E Rodger
Mrs P Alexander	Mrs C Gillie
Cllr C Bhatia	Mr W Shaw

In Attendance:

Miss I Bishop	Dr C Sharp
Dr E Bajjal	Mrs S Errington
Mrs L Jones	Dr E James
Mr C Sinclair	Mr D Thomson
Ms K Maitland	Mrs L Cullen
Mrs K Buckle	

1. Apologies and Announcements

Apologies had been received from Mrs Jane Davidson, Dr Hamish McRitchie, Dr Jonathan Kirk and Mrs June Smyth.

The Chair confirmed the meeting was quorate.

The Chair welcomed a range of attendees to the meeting who were presenting 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.

The **BOARD** noted the Declarations of Interest for Mr John McLaren.

3. Minutes of Previous Meeting

The minutes of the previous meeting of the Borders NHS Board held on 25 June 2015 were approved.

4. Matters Arising

- 4.1 Area Forums:** The Board noted that the action tracker item regarding Area Forums was complete.
- 4.2 Minute 10: Local Delivery Plan (LDP):** Mr David Davidson confirmed that he had received assurance from Mrs Stephanie Errington regarding the involvement of GPs in the LDP process.
- 4.3 Minute 1: Healthy Working Lives:** Dr Doreen Steele commented that it was disappointing that national funding was being reduced for the Healthy Working Lives initiative when such good progress had been made in Borders. She suggested that the Staff Governance Committee pursue external funding and Mr John McLaren agreed to pursue the matter through the Staff Governance Committee.

The **BOARD** noted the action tracker.

5. Board Clinical Governance & Quality Update

Mrs Laura Jones provided assurance to the Board that the deterioration, in terms of the complaints 20 working day response times, was being addressed to bring it back to the 2014/15 performance level, when NHS Borders was the highest performing Board for responses across Scotland.

Dr Stephen Mather enquired if the definition of “older people” could include “frail” patients. Mrs Jones commented that the suggestion could be included in the consultation response.

Dr Doreen Steele enquired how the quality issues in relation to complaints were being taken forward. Mrs Jones advised that in some cases the organization had chosen to meet with the complainant directly in the first instance to resolve matters. She further advised that a group of patients and staff had been brought together to pursue improvements in the complaints process with support from the Scottish Government.

Discussion focused on: 12 feedback volunteers proactively asking patients for feedback; Senior Charge Nurse supervisory roles and daily conversations with patients; coaching staff to approach appropriate visitors for patients to ensure they were receiving and understood all appropriate information; publicizing commendations both internally and externally; and the success of the day of care audit initiative.

The **BOARD** noted the Clinical Governance & Quality Report and the work underway to recover the complaints response performance.

6. Healthcare Associated Infection Control & Prevention Update

Dr Ed James presented the report and advised that the report also covered the unannounced theatre inspection from May 2015 and that a report of that inspection had been produced and discussed at the Clinical Governance Committee.

Dr Stephen Mather commented that the Clinical Governance Committee had noted that there were two categories of SABs prevalent and had asked specifically if they could be looked at for remedial action. Dr Ed James confirmed that work was being progressed in regard to catheters, diabetic care, eurosepsis, press ulcers, etc which were part of community based services. Dr Sheena MacDonald assured the Board that all Staphylococcus aureus Bacteraemia (SABs) were subject to a deep dive review.

Mr David Davidson enquired if public health across Scotland were sighted on community based infections. Dr Tim Patterson confirmed that it was a national issue and community infection control within the community and care homes was being promoted. He advised that public health were aware of the issues locally in regard to SABs and antibiotic resistance.

Mr Davidson suggested the Health & Social Care Integration Joint Board might wish to discuss the strengthening of professional support to the community and care home sector. Mrs Susan Manion welcomed the suggestion of a discussion at the Health & Social Care Integration Joint Board regarding improving clinical care support to care homes through the context of integration.

The Chairman sought assurance that the seven requirements of the unannounced inspection had been completed, embedded and no similar deficiencies would be found in future. Mrs Evelyn Rodger advised that it was not possible to guarantee similar deficiencies would not be found in future as the job of an inspector was to seek out deficiencies in any location or system. Mrs Rodger assured the Board that all requirements had been addressed, staff had been taken through a rigorous programme of systems and processes which now formed part of their yearly appraisal and personal development plan.

The Chairman enquired of the role of the Area Clinical Forum in relation to the report. Mrs Karen McNicoll and Dr Sheena MacDonald clarified that the ACF were live to the unannounced inspection report through the Senior Medical Staff Committee membership of the ACF.

Further discussion focused on cleaning practice and training for both domestic and clinical staff.

The **BOARD** noted the report.

7. Vale of Leven Hospital Inquiry Report Update

Mr Charlie Sinclair introduced the report and advised of the significant progress made in meeting the recommendations.

Dr Stephen Mather advised that the Clinical Governance Committee had reviewed both the Vale of Leven and Morecambe Bay reports and were assured that appropriate actions were being taken locally.

Discussion focused on: context and definition of major structural reorganisation; dissemination of patient information leaflet; impact of Senior Charge Nurse supervisory role on communication; review of the Scottish Government response to the Vale of Leven report in regard to Non Executive roles; and the suggestion that the Public Governance Committee keep and overview of staff engagement with patient's relatives and carers.

Mrs Karen McNicoll advised that Mr Sam Whiting had engaged with the Area Clinical Forum who had provided input to the document.

The **BOARD** noted the update.

8. Access to Treatment Report

Mrs Katie Buckle provided assurance to the Board that work was currently under way to review demand and capacity by specialty and area due to the prevalence of breaches.

Mrs Karen Hamilton enquired about the prioritization for dermatology patients. Mrs Buckle confirmed that cancer referrals for dermatology were prioritized.

Dr Doreen Steele enquired about the risk of short notice cancellations. Mrs Buckle advised that in regard to Orthopaedics the team reviewed the list on a weekly basis, six weeks ahead to ensure everything was in place to minimise the need for any cancellations. She emphasised that there was a prioritization process in place.

Mr David Davidson advised that the Audit Committee had been engaged in the work undertaken and would seek a further update in the autumn.

The **BOARD** noted the ongoing challenges associated with scheduled care in particular the TTG and Outpatient Stage of Treatment standards and the work to address these

The **BOARD** noted the performance against TTG for April to June and the actions taken to address future performance

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

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

9. Nursing & Midwifery Workload and Workforce Planning Annual Report

Mr David Thomson updated the Board on the content of the annual report.

The **BOARD** noted the Annual Report for 2014/15.

The **BOARD** noted the proposed activity in relation to the plan for 2015/16.

The **BOARD** agreed the proposal for a 6 monthly reporting of progress against the plan.

10. Nursing & Midwifery Council (NMC) Proposed Model for Revalidation

Mr David Thomson highlighted the work that had been instigated by the NMC to provide an assurance on the fitness to practice of nursing staff.

Dr Stephen Mather enquired about any allocation of resources for revalidation. Mrs Carol Gillie advised that she was representing NHS Scotland's Directors of Finance on the national group considering the impact of revalidation on Boards. However, she also reminded the Board that individuals had a personal responsibility for revalidation.

Mr John McLaren commented that a scoping exercise was being undertaken to review the impact of revalidation to ensure staff were appropriately supported.

Mrs Pat Alexander enquired about the governance route for revalidation. Mrs Evelyn Rodger advised that the Staff Governance Committee would be the natural governance committee for revalidation and a proposal would be submitted to the committee in due course.

Further discussion highlighted: age profiling of staff, advanced practice and the move to integration; responsibility of agencies to ensure agency staff were revalidated; revalidation of bank staff; professional alignment for jointly funded professional appointments; and involvement and support of the Area Clinical Forum.

The **BOARD** noted the work to date regarding the NMC proposed model for nursing and midwifery revalidation.

11. Property and Asset Management Strategy

Mrs Carol Gillie explained that the Board received an updated Property and Asset Management Strategy (PAMS) for approval on an annual basis. The creation of a PAMS was an area that continued to evolve both nationally and locally. She further advised that the NHS Borders PAMS document was the 2015/16 iteration that was submitted to the Scottish Government in draft in early June. Feedback from the Scottish Government was scheduled for September and would be incorporated into the capital update to the Board planned for the December meeting. In addition, Mrs Gillie advised that she had scheduled the PAMS for a Board Development session in early 2016 to enable a more detailed discussion to take place which would influence the 2016/17 iteration of the PAMS.

Mr Warwick Shaw advised that there was a significant emphasis within the PAMS document on process of premises and the estate, whilst additional information and analysis had occurred in the current year the next iteration of the PAMS would include the development of areas of IT and equipment.

Several matters were raised during discussion including: 34% of the estate was functionally unsuitable; co location of services with other public sector agencies; sharing of accommodation and surplus properties with other public sector agencies; criteria for lease car vehicles; promotion of electric vehicles to assist with green credentials; decrease in physical estate condition however the overall quality remained unchanged; promoting green credentials through encouraging staff to commute to work through cycling, car sharing, walking, etc; and impact of the potential closure of the Newstead site and relocation of staff to other parts of the estate. Mrs Gillie and Mr Shaw suggested the issues raised during discussion would be addressed at the Board Development session.

The Chairman commented that the target set for 2011-2015 was for a 20% reduction in the estate. Mrs Gillie advised that at 9-10% reduction had been achieved and she reminded the Board that the 20%

target had been set as a stretched target in 2010. She further advised that she was keen to review all the targets at the Board Development session.

The Chairman asked that an update on the Jedburgh Sport and Leisure Trust in relation to hydrotherapy be given at the Board Development session.

Mr David Davidson challenged the cleaning costs per square metre (psm) given the national target was £10 psm and NHS Borders was £13psm. Mr Shaw advised that cleaning costs were regularly reviewed and extra cleaning had taken place during the previous year in order to minimise any outbreaks of norovirus and winter flu bug.

The **BOARD** approved the contents of the Property and Asset Management Strategy 2015/16.

12. East/West Brigs Ward Relocation Business Case

Mrs Susan Manion briefed the Board on the content of the business case. Dr Cliff Sharp highlighted the improved environment and safety elements for patients of a move to Crumhaugh House. He further spoke of the commitment to be a good neighbor to the local residents and the meetings and conversations that had taken place.

During discussion several issues were raised including: rigorous option appraisal process; staff travel and support; continuity for patients; valuation of Crumhaugh; re-evaluation of the site; tendering process for property advisers; consultation with patients and families; engagement and planning.

Dr Doreen Steele noted the high quality of the business case and advised she was fully supportive of the proposal.

Mr John McLaren recorded his thanks to the Space Utilisation Team, particularly, Susan Swan and Karen Maitland on producing a robust business case and ensuring engagement had taken place with local residents and staff regarding the proposed move.

The Chairman echoed Mr McLaren's comments.

The **BOARD** approved the full business case to relocate the Mental Health Rehabilitation inpatient service to Crumhaugh House, Hawick, subject to final approval of the Scottish Government.

13. Property – Surplus & Disposal

Mrs Carol Gillie gave an overview of the content of the paper, she advised that there were plans in place to decant staff from the Roxburgh Street property.

Discussion focused on several issues including: valuation of the Newstead site; relocation of the Joint Learning Disability Service; pressures on accommodation at the Education Centre; relocation of Newstead staff; retention of sale proceeds; impact on capital projects; health and safety issues at Newstead; and stabilisation of the banking issue at Newstead.

Mrs Susan Manion highlighted that the Joint Learning Disability Service were about to move to their new accommodation which had been refurbished and improved. She suggested the move illustrated the positive working that had taken place between both NHS Borders and Scottish Borders Council to achieve a successful outcome for the staff and their client base.

The **BOARD** agreed to defer a decision regarding the property, namely, Former Board Headquarters, Rushbank, Newstead to the Strategy & Performance Committee meeting, pending further information.

The **BOARD** declared the property, namely, 12-14 Roxburgh Street, Galashiels surplus to requirements.

The **BOARD** approved the disposal of the Roxburgh Street property noted within the paper in compliance with the NHS Scotland Property Transactions Handbook on completion of a fully developed proposal to vacate the premises.

The **BOARD** approved the delegation of authority to approve/accept the best offer, to the Chair and/or Non Executive Director, the Chief Executive Officer and the Director of Finance.

14. Health In Your Hands

Dr Sheena MacDonald gave an overview of the content of the paper.

During discussion several key points were raised including: engagement events with staff and the public; GP training; community hubs; inpatient review strategy; engagement audiences; consultation on specific proposals; engagement with schools and colleges and young people;

The **BOARD** noted the progress update with regards to the Inpatient Review, subject to some minor amendments on page 4.

The **BOARD** approved the approach for the wider overarching engagement programme – *What Matters to You?*

15. Development of the Draft Strategic Plan for Health and Social Care

Dr Eric Baijal commented that the aim of the paper was to update the Board on the development of the Strategic Plan and advised of the revised timescales.

The **BOARD** noted the progress in developing the Strategic Plan for Health and Social Care and the proposed timetable.

16. Audit Committee

Mr David Davidson advised that at the last Audit Committee meeting the annual accounts had been discussed and the Committee as well as its normal workplan would increase the focus on financial plans and efficiencies over the next year.

The **BOARD** noted the update.

17. Clinical Governance Committee

Dr Stephen Mather reported that the Committee had moved to six meetings a year and all annual reports had been received and noted. He advised that the next meeting would focus on nutrition in the hospital setting.

The **BOARD** noted the update.

18. Public Governance Committee

Dr Doreen Steele advised that the Borders Carers Centre Annual Report had been received and noted. Discussion had focused on referrals and it had been noted that referrals from primary care remained low. The Borders Carers Centre were collating evidence in order to seek further funding and were currently only able to provide one respite event per year.

Dr Steele reported that the Committee had met with the new area manager for the Scottish House Council. She further advised that the Public Patient Forum (PPF) reporting line required to be reviewed in light of the disbandment of the Community Health & Care Partnership (CH&CP).

The **BOARD** noted the update.

19. Staff Governance Committee

Mr John McLaren advised that there would be an extraordinary meeting at the end of the August to look at training and development.

Mr McLaren further advised that the staff survey would be launched on Monday 10 August 2015.

The **BOARD** noted the update.

20. Health & Social Care Integration Joint Board

Cllr Catriona Bhatia advised that the next meeting would be held on Monday 10 August 2015.

The **BOARD** noted the update.

21. NHS Borders Board Committees

The Chairman presented the current schedule of Board Committee memberships to the Board.

The **BOARD** noted the current membership of Non Executive members on Board Committees.

The **BOARD** agreed to receive a revised chart detailing the Executive Leads and Secretariat details for each Committee.

22. Celebrating Our Success in 2014/15

Mrs Stephanie Errington gave an overview of the content of the report.

Mrs Pat Alexander enquired how widely the report would be disseminated. Mrs Errington confirmed that the intention was to make printed copies available at various Health Centres, Libraries and NHS Borders premises.

Mrs Karen McNicoll commented that it was a good piece of work and suggested people would welcome it, not least the staff and those who worked directly with the organisation. She suggested offering the opportunity for people to feed into the report virtually as there were potentially far more positive stories and achievements within the organisation that could be included and celebrated.

Mrs Karen Hamilton suggested including the Small Changes Big Difference campaign as it had been shortlisted for an EHealth Insider Award.

The Chairman recorded the thanks of the Board to Mrs Stephanie Errington and the Communications Team for producing such a worthwhile report.

The **BOARD** noted the Celebrating Our Success in 2014/15 report.

23. Scottish Government Response to the Freedom to Speak Up Review

The Chairman gave an overview of the content of the paper.

The **BOARD** noted the Scottish Government's response to the publication of The Freedom to Speak Up Review and the requirement of all NHSScotland Boards to implement the local actions set out by the Review.

The **BOARD** agreed that Mrs Pat Alexander be nominated as the Non Executive Whistleblowing Champion.

24. New Arrangements for Healthcare Governance

Dr Sheena MacDonald gave an overview of the content of the report.

The **BOARD** noted the new arrangements to the organisation's governance systems and the strengthening of operational management.

25. Financial Monitoring Report for the 3 month period to 30 June 2015

Mrs Carol Gillie reported an outturn position of £0.7m overspend on revenue and breakeven on capital. She further forecast a breakeven of revenue and capital at the year end predicated on clear action being taken to robustly manage budgets and overspends that had been reported.

Mr David Davidson sought an update on contracts with outside purchasers, namely, Northumberland CCG and NHS Lothian. Mrs Gillie confirmed that an unsigned contract with Northumberland CCG remained. Discussions continued to take place and any potential contract was likely to be at a lower

level than the previous year. She also advised that the variation between NHS Borders prices and English tariffs remained an issue.

With regard to NHS Lothian, Mrs Gillie confirmed that patients continued to be referred to NHS Borders however orthopaedic and endoscopy referrals had ceased.

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

26. HEAT Performance Scorecard

Mrs Stephanie Errington gave an overview of the content of the scorecard.

Mr John McLaren advised that since the previous meeting NHS Borders had received confirmation from the Scottish Government that the eksf review figures for NHS Borders were 86% compared to the 56% Scottish average. He recorded his thanks to staff, managers and the eksf champions for their support in achieving that figure.

Further discussion focused on the appraisal process and personal development plans for staff; waiting times for diagnostics and the demand and capacity work that was being undertaken; and factor analysis development.

The **BOARD** noted the August 2015 HEAT Performance Scorecard (June 2015 performance).

27. Chair and Non Executive Directors Report

The **BOARD** noted the report.

28. Board Executive Team Report

Mrs Evelyn Rodger advised that winter planning guidance had been received and a winter plan was being formulated and would be submitted to the Strategy & Performance Committee meeting on 3 September.

Mr David Davidson sought assurance that the Resilience Manager was involved in the winter planning arrangements and Dr Tim Patterson confirmed that they were.

Mrs Pat Alexander commented that she was encouraged to see “Train to Care” within the report and suggested a discussion on it take place at a future Health & Social Care Integration Joint Board meeting.

The **BOARD** noted the report.

The **BOARD** agreed to discuss the “Living Wage” at a future Strategy & Performance Committee meeting.

29. Statutory and Other Committee Minutes

The **BOARD** noted the various committee minutes.

30. Borders Alcohol & Drugs Partnership (ADP) Response to Alcohol (Licensing, Public Health & Criminal Justice) (Scotland) Bill

The **BOARD** noted the submission.

31. Any Other Business

There was none.

32. Date and Time of next meeting

The Chair confirmed that the next meeting of Borders NHS Board would take place on Thursday 1 October 2015 at 3.00pm in the Board Room, Newstead.

The meeting concluded at 6.05pm