

Minutes of a meeting of the **Borders NHS Board** held on Thursday 1 December 2016 at 3.00pm in the Board Room, Newstead.

Present:

Mr J Raine	Mrs J Davidson
Mr D Davidson	Mrs C Gillie
Dr D Steele	Mrs J Smyth
Mr J McLaren	Mr A Murray
Dr S Mather	Dr T Patterson
Mrs A Wilson	Mrs E Torrance

In Attendance:

Miss I Bishop	Dr C Sharp
Mrs C Oliver	Mr P Lunts
Mrs L Jones	Ms K Maitland
Dr C Richards	Mr S Whiting

1. Apologies and Announcements

Apologies had been received from Mrs Karen Hamilton, Mrs Pat Alexander, Cllr Catriona Bhatia, Mrs Evelyn Rodger, Mr Warwick Shaw and Dr Annabel Howell.

The Chair confirmed the meeting was quorate.

The Chair welcomed Mrs Elaine Torrance in her role as Chief Officer for Health & Social Care.

The Chair announced the forthcoming retirement of Mrs Evelyn Rodger, Director of Nursing, Midwifery and Acute Services at the end of March 2017.

The Chair offered the congratulations of the Board to Mr Andrew Murray on his successful appointment as Medical Director of NHS Forth Valley from March 2017.

The Chair welcomed a range of attendees to the meeting including Mrs Laura Jones, Mr Sam Whiting and Ms Karen Maitland.

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 none.

3. Minutes of Previous Meeting

The minutes of the previous meeting of the Borders NHS Board held on 27 October 2016 were approved.

4. Matters Arising

4.1 Minute 5: Board Clinical Governance & Quality Update: The Chair enquired if Dr Doreen Steele had received the triangulation of data she had requested. Mr Andrew Murray advised that he would follow up the request with Mrs Laura Jones and ensure Dr Steele received the data requested.

The **BOARD** noted the action tracker.

5. Board Clinical Governance & Quality Update

Mr Andrew Murray gave an overview of the content of the report and highlighted: Healthcare Improvement Scotland visit; Unannounced Healthcare Environment Inspection across 2 days at the Borders General Hospital: high level verbal feedback; and the new info-graphic at the end of the report.

Dr Stephen Mather welcomed the inclusion of the info-graphic. He noted the upward trend in complaints for clinical treatment and enquired if there were specific areas and trends identified. Mr Murray advised that a breakdown of complaints would accompany every other report. He further advised that the areas generating complaints had been identified and were being looked at. Mrs Jane Davidson suggested it was often how things were heard by a patient that generated a complaint.

Mr David Davidson enquired about the poor performance on responding to complaints within the target time period and enquired if that was due to staff sickness absence. Mrs Laura Jones advised that performance reflected the new approach taken toward complaints and she commented that performance was expected to improve. Mrs Jones suggested providing a breakdown of response times to simple complaints, complex complaints and those where families were keen to meet in person which could often lead to a longer response time.

Mr Davidson further enquired about the level of fully upheld complaints and Mrs Jones confirmed that the previous year NHS Borders had had the lowest level of fully upheld complaints and she felt confident in the current approach and conclusion of complaints.

The Chair enquired when the new national guidance on complaints handling was expected. Mrs Jones advised a release date was not yet known but she expected it to be soon. She anticipated that it would contain a greater emphasis on early intervention and mediation.

The Chair enquired about the percentage matrix on page 3. Mrs Jones advised that it was an error and should have read account and not percentage and equated to over 300 commendations having been received.

The **BOARD** noted the report.

6. Healthcare Associated Infection Control & Prevention Update

Mr Sam Whiting gave an overview of the content of the report and highlighted several key areas including: looking forward; the unannounced HEI inspection report being published in February 2017; and hand hygiene practice.

Mr Andrew Murray noted that NHS Borders did not provide bedside gels and he enquired if the process remained as robust as needed. Mr Whiting commented that there had been incidents in other Health Board areas where patients had swallowed the alcohol based gel and had died. He advised that the provision of bedside gels was under review in terms of particular patient groups and not all Health Boards provided bedside gels.

Dr Stephen Mather noted that cleaning compliance appeared to be poor. Mr Whiting confirmed that that particular incident related to a health centre and had been addressed.

The **BOARD** noted the report.

Alison Wilson left the meeting.

7. Winter Plan Update

Mr Philip Lunts provided the Board with an update on the winter plan and during the presentation he highlighted: areas that required action and their current status; prevention of admission; managing hospital flow; management of inpatient capacity; remodeling planned care footprint; system grip; and daily duty manager role.

Discussion focused on: daily review of patients; realistic dates for discharge; coordination of individual patient journeys; home carers terms and conditions; first year with a complete whole system plan showing all elements of health and social care across the winter period; criteria for admission to the transitional facility; availability of equipment store during festive period; adaptations carried out prior to discharge of patients; publicising the range of services available over the festive period to wards and community hospitals; recruitment of home carers and difficulties in filling vacancies in certain areas;

Mrs Elaine Torrance advised that the Waverly facility was open and she stressed the need to ensure continuity of flow across the whole system to ensure blockages were not moved from one place to another. Mrs Torrance also reminded the Board that the Social Work offices would be open across the festive period.

Dr Cliff Sharp sought confirmation that the Housing Department would be open across the festive period. Mrs Torrance advised that the Emergency Homeless Housing team would be available through an on call facility. Mr Lunts advised that he would confirm the status of the Housing Department with Dr Sharp outwith the meeting.

Mrs Jane Davidson suggested a weekly report be provided to the Board. Mr Lunts agreed that he would action the request.

Mr Davidson enquired if there was an effort to empty the community hospitals for the festive period. Mrs Davidson advised that, that did not take place as it would mean that patients were being cared for differently. She confirmed that discharge bundles were used to strip out unnecessary delays and that they were used across the system. She assured the Board that there was no aim to create space by shifting patients inappropriately.

The **BOARD** noted the winter plan update.

8. Planned Care Surgical Flow Programme

Mrs Laura Jones advised the Board of the work to date in regard to improving access for patients for both emergency surgery and elective surgery. She suggested that investment would be required in specific areas to further progress the implementation of the programme.

Dr Chris Richards highlighted the challenges in moving forward with the programme without increased capacity.

Mrs Jane Davidson clarified that to date the Scottish Government had funded the programme and had been approached to fund the next stage; however a confirmation of funding had not yet been received.

Discussion focused on: difficulties in medical staffing recruitment; provision of NHS locums; improvement to patient flow; different skill mix in different locations; training costs; and separation of resources.

The **BOARD** approved the recommendation as set out in the report.

9. Audit Committee

Mr David Davidson advised that the next meeting would be held in March 2017 instead of April 2017.

The **BOARD** noted the update.

10. Clinical Governance Committee

Dr Stephen Mather advised that the last meeting of the Committee had been postponed due to the HEI Unannounced Inspection and the Committee would be reconvened on Thursday 10 December.

The **BOARD** noted the update.

11. Public Governance Committee

Dr Doreen Steele advised that the last meeting of the Committee had received updates on maternity services and the Scottish Patient Safety Programme, Mrs Allyson McCollam had provided an update on Public Health and Mrs Clare Oliver had provided an insight into the work of the Communications Team and the challenges they faced. She advised of the intention to invite Finance to a future session.

The **BOARD** noted the update.

12. Staff Governance Committee

Mr John McLaren advised that the next meeting of the Committee would take place on Monday 5 December.

The **BOARD** noted the update.

13. Consultant Appointments

Mrs June Smyth presented the consultant appointments report.

The **BOARD** noted the new consultant appointments.

14. NHS Borders Annual Review Letter

The Chair commented that it was a good letter outlining significant progress against a challenging agenda. He welcomed it as a positive summary from the Cabinet Secretary and recorded the thanks of the Board to the staff that made the day a success.

The **BOARD** noted the Annual Review Feedback Letter for 2015/16 and the key action points.

15. Adjustments to resources provided to the Integration Joint Board during 2016-17

Mrs Carol Gillie advised the Board of the proposed in-year adjustments (to the period 30th September 2016) to resources provided to the Integration Joint Board (IJB) for functions outlined in the scheme of integration, which included elements set aside as part of the large hospital services provision.

Mrs Gillie further advised that she was likely to bring a similar paper to the Board as at 31st March 2017.

The Chair sought clarification that the set aside budget was effectively the unscheduled care costs at the Borders General Hospital. Mrs Gillie confirmed that was the case and the scheme of integration was clear it was required to be dealt with as set aside. The Chair suggested that there may be further guidance released about large hospital budgets.

The **BOARD** approved the delegated resource of £118,258m, as detailed in Appendix 1, for the Integration Joint Board.

The **BOARD** noted the provision of an additional £7.511m for functions delegated or set aside as per the scheme of integration.

The **BOARD** noted the requirement for revised directions from the Integration Joint Board in relation to amendments noted above.

16. Financial Monitoring Report for the 7 month period to 31 October 2016

Mrs Carol Gillie gave an overview of the content of the report and highlighted that at the end of October the Board reported an overspend position of £3.3m on revenue and break even on capital. The Scottish Government Health & Social Care Department had agreed to support the transfer of funding generated by slippage on the capital programme to offset the revenue financial pressures. The achievement of financial targets remained a risk. Mrs Gillie further commented that both the Scottish Government Health & Social Care Department and the Scottish Borders Health & Social Care Integration Joint Board had requested a recovery plan linked to the financial position. Mrs Gillie concluded that the recurring financial stability of the organisation continued to give significant cause for concern.

Dr Stephen Mather enquired what the financial position would be if there had not been any delayed discharges? Mrs Gillie advised that the full cost of delayed discharges was over £1m and that that was a proxy measure. Dr Mather suggested there was a correlation between delayed discharges and waiting times.

Dr Mather noted that drug costs were an international issue and he enquired if the Scottish Government had released any plans to address drug cost issues? Mrs Gillie advised that as part of the Mid Year Review meeting with the Scottish Government held the previous week colleagues in government had given a commitment to look at drug costs and how they might assist Health Boards with those pressures.

Further discussion focused on recruitment initiatives for GPs; golden handshakes; paying for final GP exams; regional medical workforce planning; and transfer of capital to revenue without confirmation of reinstatement of capital funds the following year.

The **BOARD** sought confirmation of how the trainee issue would be progressed through SEAT.

The **BOARD** noted the report and considered, the current financial position; the current projection that there remained a risk the Board would not achieve financial targets although the risk of non delivery had reduced; and the request from the Scottish Government Health & Social Care Department and the Scottish Borders Health & Social Care Integration Joint Board for a recovery plan linked to the financial position.

17. Clinical Productivity Procurement

Mrs June Smyth tabled a paper on clinical productivity procurement and gave an overview of the contents.

Mr John McLaren stated that on behalf of the staff side, they had not had an opportunity to discuss the matter directly with the staff side. He was confident that the views of staff side would be a direct reflection of his position which was concern about the amount of money that had been identified to be spent on external consultants within the private sector.

Mr McLaren sought assurance around the lessons learned from the previous exercise in regard to engagement with staff and services. Mrs Smyth provided assurance to the Board that an engagement programme for staff and services had been drawn up to commence in March.

Mr David Davidson sought assurance that equivalent expertise was not available within the public sector. Mrs Smyth confirmed that the level of tailored support required was not available within NHS Scotland. She further confirmed that the consultants would be able to teach NHS Borders to staff be able to undertake the programme locally and more widely in NHS Scotland. She further confirmed that the Scottish Government were also interested in the initiative.

The **BOARD** approved the maximum spend (excluding VAT) of £535,000 in order to progress with the NHS Borders Clinical Productivity Programme.

18. Capital Plan Update

Mrs Carol Gillie updated the Board on the capital plan for 2016/17 and the indicative commitments for 2017/18 – 2020/21.

The **BOARD** noted the update provided on the current year capital plan.

The **BOARD** approved the transfer of £2.15m from capital to revenue to support the Board's revenue position.

The **BOARD** noted the indicative capital resources and commitments for 2017/18 - 2020/21.

19. NHS Borders Performance Scorecard

Mrs June Smyth updated the Board with NHS Borders latest performance towards the 2016/17 Local Delivery Plan (LDP) Standards and local Key Performance Indicators.

Dr Stephen Mather again suggested relaxing some targets to enable patients to have an early first appointment and diagnosis.

Dr Mather recorded the congratulations of the Board to the team involved in achieving the cancer treatment targets.

The Chair noted the good performance in the Child and Mental Health Service and Dr Cliff Sharp agreed performance was good especially in light of the service receiving a 4-5 times higher rate of referrals than similar services in other Health Boards.

The Chair enquired about poor performance in the admitted pathway. Mrs Smyth advised that she would discuss it with the team and offered to undertake a deep dive on it at a future Development session.

The **BOARD** noted the September 2016 Performance Scorecard.

20. Managing Our Performance Mid Year Report 2016/17

Mrs June Smyth reported on progress for the first six months of 2016/17 on the full range of HEAT standards and other key priority areas for the organisation. She highlighted the inclusion of the snapshot on page 33 of NHS Borders performance against the rest of NHS Scotland.

Mr David Davidson remained concerned about the levels of delayed discharges and sickness absence. Mrs Jane Davidson advised that in regard to delayed discharges there were weekly meetings held with colleagues from across both health and social care and she reflected that it appeared there had not been a propensity for swift action from those meetings. However she had called an emergency meeting the previous week and with the support of the Chief Executive at Scottish Borders Council, each delayed discharge had been reviewed to identify the limiting factors in each case, instructions on each one had been given and issues of funding, etc addressed. A follow up meeting was being held the following day to look at the progress made and review any remaining and newly identified delayed discharges.

Mrs Smyth advised that a deep dive on sickness absence was scheduled for a Board Development session early in the New Year and she assured the Board that the organisation was not complacent

about sickness absence and NHS Borders remained the best performing mainland Health Board in regard to the national sickness absence target.

Dr Doreen Steele welcomed the positive performance on dental services.

Dr Steele enquired about themes from the iMatter initiative. Mrs Smyth advised that the Board Executive Team were aware of the organizational iMatter report, however individual teams had individual reports and they were not for wider consumption.

The **BOARD** noted the 2016/17 Mid Year Managing Our Performance Report.

21. Chair and Non Executive Directors Report

The **BOARD** noted the report.

22. Board Executive Team Report

Mrs Carol Gillie highlighted the potential of renaming the Dining Room at the Borders General hospital to make it more attractive to others and not just the staff.

Mrs Carol Gillie also advised that in regard to the Galavale site, the remedial work had been successfully completed.

The **BOARD** noted the report.

23. Statutory and Other Committee Minutes

The **BOARD** noted the committee minutes.

24. Alcohol & Drug Partnership Annual Report 2015/16

The **BOARD** noted the Annual Report.

25. NHS Scotland Chief Executive Annual Report 2015/16

The **BOARD** noted the NHS Scotland Chief Executive's Annual Report for 2015/16.

26. Any Other Business

There was none.

27. Date and Time of next meeting

The Chair confirmed that the next meeting of Borders NHS Board would take place on Thursday 23 February 2017 at 10.00am in the Board Room, Newstead.

The meeting concluded at 5.23pm.

Signature:
Chair

DRAFT