

Minutes of a meeting of the **Borders NHS Board** held on Thursday 4 April 2019 at 10.00am in the Board Room, Newstead.

Present:

- Mrs K Hamilton, Chair
- Dr S Mather, Non Executive
- Mrs F Sandford, Non Executive
- Mr M Dickson, Non Executive
- Mr J McLaren, Non Executive
- Mrs A Wilson, Non Executive
- Cllr D Parker, Non Executive
- Mrs J Davidson, Chief Executive
- Mrs C Gillie, Director of Finance, Procurement, Estates & Facilities
- Mrs N Berry, Director of Nursing, Midwifery & Acute Services
- Dr C Sharp, Medical Director
- Dr T Patterson, Joint Director of Public Health

In Attendance:

- Miss I Bishop, Board Secretary
- Mrs J Smyth, Director of Strategic Change & Performance
- Mr J Cowie, Director of Workforce
- Mrs E Cockburn, Head of Clinical Governance & Quality
- Mr S Whiting, Infection Control Manager
- Mr M Porteous, Chief Financial Officer Health & Social Care
- Mrs C Oliver, Communications Manager
- Mrs S Swan, Deputy Director of Finance

1. Apologies and Announcements

Apologies had been received from Mr Rob McCulloch-Graham, Mr Tris Taylor, Dr Janet Bennison, Dr Amanda Cotton, Dr Annabel Howell and Dr Nicola Lowdon.

The Chair welcomed Mr Mike Porteous who was deputising for Mr Rob McCulloch-Graham.

The Chair confirmed the meeting was quorate.

The Chair welcomed a range of attendees to the meeting.

The Chair welcomed members of the public to the meeting.

The Chair announced that it would be the last meeting of the Board for Mrs Jane Davidson, Chief Executive who would be retiring the following day. She recorded the thanks of the Board to Jane for her hard work and support in taking the organisation forward over her 9 years as a member of the Board.

2. **Declarations of Interest**

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

Mr Malcolm Dickson declared that his sister in law worked for the Northumbria Foundation Trust which was mentioned within the Finance Report.

The **BOARD** noted Mr Dickson's declaration.

3. **Minutes of Previous Meeting**

The minutes of the previous meeting of the Borders NHS Board held on 7 March 2019 were amended at Minute 4, Action 7, second line to read “..Trust and link to Capital ..” and with that amendment the minutes were approved.

4. **Matters Arising**

4.1 Action 24: Dr Cliff Sharp advised that progress had been limited due to staffing issues. The intention was to take the learning themes to the Clinical Governance Committee to consider the actions to be taken.

4.2 Action 32: It was noted that several projects had been funded by the Integration Joint Board through the provision of the Integrated Care Fund and those projects (Hospital to Home, Waverley, Garden View) would be evaluated in the autumn and if there was evidence of success they would be progressed to being mainstreamed. The business cases would be brought to the Board in October once the evaluations had taken place in September.

4.3 Action 1: This matter was complete as it was now contained within the Public Governance Committee workplan.

4.4 Action 3: Mrs Carol Gillie advised that the item would be concluded by the end of May.

4.5 Action 4: Complete: Dr Tim Patterson advised that the action was now complete.

4.6 Action 5: Mr Tris Taylor requested the Terms of Reference be forwarded to him.

4.7 Action 6: Complete: Mrs Gillie advised that the aim was for implementation by April 2020 and progress was being reported to the Endowment Fund Trustees.

4.8 Action 7: Mrs June Smyth advised that the chart had been updated and Bold were undertaking an infrastructure review ahead of the chart being presented to the Board. She confirmed that both the Integration Joint Board and Scottish Government would be features of the revised chart.

4.9 Dr Stephen Mather suggested the Board may wish to undertake a Development session focused on Serious Adverse Event Reports (SAERs).

The **BOARD** noted the action tracker.

5. Financial Monitoring Report for the 11 month period to 28 February 2019

Mrs Carol Gillie gave an overview of the content of the report and highlighted that at the end of February, NHS Borders was reporting an overspend of £8.7m on revenue and break even on capital. The financial position remained in line with the year end forecast position of £10.1m overspent offset by agreed brokerage.

Dr Stephen Mather enquired if a decision had been made in regard to the MRI scanner becoming a replacement or addition. Mrs Gillie advised that a business case was being prepared in that regard.

Mr Malcolm Dickson enquired how well developed the devolved budgets were. Mrs Gillie advised that a system was being developed nationally to enable a self service system for managers. Mrs Susan Swan added that it would be progressed within the organisation within the current financial year

Mr Dickson enquired in regard to vacancies, how much influence managers had, in order to be able to predict vacancies in advance. Mrs Nicky Berry advised that nursing vacancies were preempted. Mr John Cowie commented that Bold had been making the point that consultants appeared to book leave when they wanted and Bold had a system that would enable the programming of PAs and work days more proactively in the future.

The **BOARD** noted the report and considered the current financial position.

6. Annual Operational Plan 2019/20 Update & Financial Plan 2019/20

Mrs June Smyth gave an overview of the content of the Annual Operational Plan and highlighted several key elements including: delayed discharges; integration; and modeling assumptions around performance levels if no additional funding was received from Scottish Government to meet future waiting times.

She advised that the early draft had been submitted to the Scottish Government and a more substantial draft with Scottish Government feedback would be brought to the Strategy & Performance Committee in May with a final version submitted to the Board in June.

The **BOARD** noted the update on the NHS Borders Annual Operational Plan 2019/20 and noted that the underpinning financial templates would be based on the NHS Borders 2019/20 Financial Plan which was presented separately.

7. Financial Plan 2019/20

Mrs Carol Gillie presented to the Board the revenue plan for 2019/20 and draft capital plan for the next 5 years. The key messages were that NHS Borders was presenting an unbalanced revenue financial plan for 2019/20 although it was an improving position from the financial year 2018/19. Mrs Gillie advised that it was a prudent plan which had openly identified the key pressures the Board was facing. It was anticipated that with increased scrutiny internally and direction from the Integration Joint Board, that the position would further improve over the coming months.

Mrs Gillie highlighted several key elements within the plan including: at the end of 2018/19 there was a recurring deficit of £13.8m; ring fenced funds; plan based on assumption of increases to superannuation will go up to 20.9%; financial gap for 2019/20 and efficiency requirement of £21.7m

and work ongoing as to how that is addressed; present assessment was to end the 2019/20 financial year with a deficit of £9.3m; key assumptions and risks; and overview of capital plan and draft outlook for the next 4 years.

Dr Stephen Mather enquired if the £5m extra was as a result of the Barnett consequentials. Mrs Gillie advised that she had received a 2.6% uplift which was higher than anticipated however she did not think it reflected the full impact of the Barnett consequentials.

Dr Mather noted that directions from the Integration Joint Board (IJB) were critical for delivery and he enquired how much engagement there had been with the Turnaround Team and the IJB. Mrs June Smyth commented that the Turnaround Team had met with all the Directors individually and were also meeting with the next level of management and all the leadership teams within the organisation. Mrs Gillie commented that the Directors were well aware of the need to work in partnership with the IJB.

Further discussion included: uplift; pay awards; lots of repetition within the report with too much narrative; good risk assessment; large volume of unidentified savings always presented at the start of the financial year; and if savings were identified they needed to be delivered.

The **BOARD** considered the report and approved the 2019/20 Revenue and Capital Financial Plans.

The **BOARD** noted the Financial Plan at that time and as forecast was unbalanced.

8. Baseline provision of 2019/20 resource to the Health & Social Care Integration Joint Board

Mrs Carol Gillie updated the Board on the paper they had received at the previous meeting. She highlighted several key elements of the paper including: the calculation of the figure was not in line with the year 4 recommended methodology as detailed in the Scheme of Integration but in conjunction with the Integration Joint Board (IJB) a pragmatic approach had been adopted; at this time it was not planned to retrieve any of the 2018/19 overspend in the functions delegated to the IJB and given the financial challenge the Board was facing it would become an increasingly difficult position to maintain; the level of resource was in line with Scottish Government guidance and included a pro rata share of the 2.6% increase in resources the Board had received as an allocation uplift; the full recurring level of the social care fund at £7.4m; £2.1m of the ring fenced fund formally known as the integrated care fund; and as further allocations became available during the financial year if appropriate they would be provided to the IJB.

Mrs Gillie cautioned that the level of funding would not be sufficient to fund pressures the delegated budget and set aside budgets were facing and she suggested a need to proactively work in partnership with the IJB and ask for their support and direction on how such efficiencies would be delivered.

Dr Stephen Mather commented that in his role as Chair of the IJB he would welcome the paper and its transparency and as a member of NHS Borders he fully supported the paper.

The **BOARD** noted the provision of resource to the IJB and budgets set aside for the large hospitals element had been set on a pragmatic roll forward of 2018/19 resources, rather than established on the basis as outlined in the Scheme of Integration.

The **BOARD** approved the 2019/20 baseline provision of resource to the IJB at £127.2m, including £23.1m of resource set aside for the large hospitals element, for it to undertake the functions delegated to it. The baseline included the recurring Social Care Fund and the ring fenced fund formally known as the Integrated Care Fund.

The **BOARD** noted the level of financial deficit and associated requirement for cost reductions, in anticipation of formal direction from the IJB in relation to revenue pressures.

9. Clinical Governance & Quality Update

Mrs Elaine Cockburn highlighted several elements of the report including: the SAERs and sustained shift in reporting adverse events over all; research and development function; patient flow and occupancy graphs; and team capacity in the clinical governance directorate.

The Chair commented that it was good to see that some strategies were beginning to impact on performance.

The Chair further commented that in terms of run charts a shorter time frame of 3 years instead of 5 years would be preferred. Mrs Cockburn confirmed that data over 3 years instead of 5 would be provided in future.

Dr Stephen Mather commented that at the Clinical Governance Committee meeting held the previous week he had noted the improvements in services as a consequence of adverse event reporting and he further commented that some 1-2 years previously there had been at least 70-80 outstanding investigations and he had been pleased to hear Mrs Nicky Berry advise the Committee that there were now zero outstanding investigations.

Dr Mather also noted that the document illustrated that all the effort into Hospital to Home and other IJB lead initiatives had made a difference and whilst they may not have contributed to savings they were stopping the hospital system from bearing extra expense.

Mr Malcolm Dickson enquired if research and development had been looked at in terms of regionalisation. Mrs Jane Davidson advised that it was being looked at regionally through an alignment of budgetary resource with NHS Lothian and NHS Fife.

The **BOARD** noted the report.

10. Healthcare Associated Infection Prevention & Control Report

Mr Sam Whiting gave an overview of the content of the report and specifically highlighted in regard to hand hygiene, that the data reported was based on self audit data and the Infection Control Team had commissioned an independent audit across 4 wards. The outcome of the audit had been poor and he had written to all leads in all areas. Further independent audits had been undertaken and improvements were being made. He would continue to monitor compliance and ensure the profile of hand hygiene remained high.

Mr Whiting advised that other outcome indicators for infection control compared to all Health Boards on a number of infection control measures with NHS Borders comparing favourably on many of them.

The **BOARD** noted the report.

11. NHS Borders 2018/19 Festive Period Report

Mrs Nicky Berry sought questions on the report.

Dr Stephen Mather offered congratulations to everyone involved in the immense amount of work that had been undertaken over the winter period.

Mrs Alison Wilson commented in regard to weekend discharges, that a lot of effort had been put into weekend discharges and more had been achieved than in the previous winter period.

Mrs Nicky Berry advised that colleagues were changing the way they worked in order to enable weekend admissions and discharges to keep patient flow moving. She further advised that Ward 4 had undertaken criteria lead discharges with clear communication and it was being looked at to see how it could be replicated in other areas.

Dr Mather commented that on page 4, table 3, EAS performance across the years appeared the same and he enquired how the differences could be displayed to better effect. Mrs Berry advised that she would provide a comparison report for the Board.

The **BOARD** noted the 2018/19 Festive Period Report and the performance of the system during this period.

12. Pharmaceutical Care Services Plan 2020

Mrs Alison Wilson presented the annual refresh of the pharmaceutical care services plan and confirmed that there were no significant changes within it.

Dr Stephen Mather commented that at a recent Audit Committee meeting there had been discussion about healthcare at home and home care medicines and he had anticipated reference to those within the plan and wondered why they were missing. Mrs Wilson described the history behind the healthcare at home deliveries and home care medicine in regard to patient safety and VAT costs. She advised that Directors of Pharmacy were pushing to have healthcare at home placed within community pharmacies to make it a safer model for the patient.

The **BOARD** approved the plan.

13. Audit Committee

Mr Malcolm Dickson highlighted a couple of points from the report including: Audit Committee Terms of Reference; Impact of Brexit; Healthcare at Home internal audit; reviewed the high risks within risk management; and internal audit appointment.

The Chair commented that ordinarily the Chair of the Audit Committee would not also be the Chair of the Finance & Resources Committee however she had taken the pragmatic approach that Mr Dickson would remain as Chair of both Committees concurrently for the time being until the issue of a Chair for the Board had been resolved.

The **BOARD** noted the update from the Audit Committee which met on 20 March 2019.

14. Area Clinical Forum

Mrs Alison Wilson advised that the last meeting had been sparsely attended, however the role of the Area Clinical Forum in supporting the Programme functions around the Clinical Alliance had been discussed.

The **BOARD** noted the update.

15. Clinical Governance Committee

Dr Stephen Mather commented that an update on activity had been covered during the Clinical Governance and Quality Update discussion earlier in the meeting.

The **BOARD** noted the update.

16. Consultant Appointments

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

17. Board Committee Memberships

The Chair commented on the proposed interim changes given her current appointment as Interim Chair.

Mrs Alison Wilson advised that she would be willing to take on the Whistleblowing champion role.

Dr Stephen Mather cautioned the Chair against taking on too many roles and offered to take on the Chair of the Dental Appeals Panel.

Mr Malcolm Dickson offered to be a member on the Scottish Borders Community Planning Partnership.

Mr John McLaren offered to be a member on the Clinical Governance Committee.

The Chair thanked colleagues for volunteering for further committee memberships.

The **BOARD** approved the membership and attendance of Non Executive members on its Board and other Committees as recommended by the Chair including Alison Wilson taking on the Whistleblowing Champion role, Dr Stephen Mather taking on the role of Chair of the Dental Appeals Panel, Malcolm Dickson being a member of the Scottish Borders Community Planning Partnership and John McLaren being a member of the Clinical Governance Committee.

The **BOARD** noted that Mrs Karen Hamilton had been formally appointed by Scottish Ministers as Interim Chair of NHS Borders with effect from 1 April 2019.

18. NHS Borders Performance Scorecard

Mrs June Smyth gave a brief overview of the content of the report.

Mrs Nicky Berry commented to the Board that at the end of March 2018 the Treatment Time Guarantee waiting times figure had been 230 and at the end of March 2019 it had been 1. Whilst the organisation faced many challenges it had performed well during 2019 and she further quoted outpatient figures as 357 at the end of March 2018 and at 0 for 2019, 672 for diagnostics waiting times at the end of March 2018 and current unvalidated figures were in the high 60s for 2019. She further commented that the 4 hours waiting times target had been 89% for 2018 and 96.5% for 2019.

The Chair commented that as a Board it recognised what had been achieved since 2018 and questioned if such achievements would be sustainable. Mrs Berry commented that sustainability would be challenging and the Board would need to make difficult decisions in the future potentially around risk. She emphasized that both she and the other Executives would need to be clear on what the risks to services would be and to escalate those to the Board in a timeous manner.

Mrs Smyth highlighted that if the organisation was unsuccessful with its Access bid she would bring the matter back to the Board for discussion and direction. In terms of Annual Operational Plan guidance it was clear that the Board were expected to balance financial and waiting times performance and she advised that the access bid was therefore critical and without additional funding there would be an impact on future service modeling.

Mrs Jane Davidson commented that there would be a need to make trade-offs in the future and she highlighted that in NHS Lothian they waited over a year for a referral for Orthopaedics which was a significant difference to NHS Borders.

Dr Stephen Mather noted the good work detailed within the report and recorded his thanks to all involved. He suggested there needed to be a continued focus on delayed discharges and highlighted the graph on page 20 which detailed the variation around the mean and showed no real improvement. He suggested more could be done with the potential plans through the Integration Joint Board (IJB) by changing the way things were done.

Mr Malcolm Dickson welcomed the focus in the report on improvements and the updates on the previous periods. He drew the attention of the Board to the figures for sickness absence and suggested improvement in that area would affect performance across the organisation.

The **BOARD** noted the January 2019 Performance Scorecard.

19. Chair and Non Executive Directors Report

The Chair suggested it would be helpful if Non Executive colleagues could provide a short report on their NHS Borders extra curricular activities for future reports.

The **BOARD** noted the report.

20. Board Executive Team Report

Mrs Carol Gillie highlighted that the work on the financial turnaround had impacted on the work of the Finance team and there would consequently be delays or pausing of other regular finance work.

Mr Malcolm Dickson noted that the NHS Borders Annual Review section mentioned assistance from the voluntary sector with transport to and from hospital and for attendance at day centres. He suggested transport could help in some instances with delayed discharges and in the past he may have suggested it would be ideal for a co-ordinator position to be funded from the Endowment Trust. Dr Stephen Mather recalled that the matter had been in relation to people being offered rapid appointments and cancellation slots at short notice and he suggested it was something that could be considered to assist with the organisations' efficiency. Dr Cliff Sharp confirmed that the Red Cross provided transport and Red Cross volunteers were paid mileage to provide transport. Mrs Davidson commented that the outcome of the discussion had been that the Volunteer Co-ordinator had been asked to see if transport could be looked at again and she assured the Board that there was a cohort of drivers identified.

The **BOARD** noted the report.

21. Statutory and Other Committee Minutes

The **BOARD** noted the minutes.

22. Any Other Business

There was none.

23. Date and Time of next meeting

The Chair confirmed that the next meeting of Borders NHS Board would take place on Thursday 27 June 2019 at 10.00am in the Board Room, NHS Borders, Newstead.

The meeting concluded at 11.59am.



Signature:
Chair