

28 October 2019
13:00

**MEETING OF THE NHS BOARD CHAIRS
CARRINGTON SUITE, SCOTTISH HEALTH SERVICE CENTRE,
CREWE ROAD SOUTH, EDINBURGH, EH4 2LF**

AGENDA

1. Welcome, Apologies for Absence and Attendees
2. Minutes and Actions from the Previous Meeting
3. Matters Arising
4. Cabinet Secretary Remarks
5. Cabinet Secretary Standing Items
 - Community Health and Social Care – NHSCH/19/20/17
 - Mental Health – NHSCH/19/20/21
 - Access and Performance – NHSCH/19/20/18
6. Feedback from NHS Chairs Private Meeting
(David Garbutt, Chair of the NHS Board Chairs Group)
7. EU Withdrawal – Verbal Update
(Jane Hamilton, Head of Business Management and EU Withdrawal,
Directorate for Health Workforce, Leadership and Reform)
8. Programme for Government – NHSCH/19/20/19
(Philip Raines, Head of Children and Young Peoples Mental Health Delivery
Unit)
9. Developing Good Practice – Hospital at Home Implementation –
NHSCH/19/20/20
(Jason Leitch, National Clinical Director NHS Scotland/David Garbutt, Chair of
NHS Board Chairs Group)
10. Public Health Scotland – NHSCH/19/20/15
(Richard Foggo, Director of Population Health/David Garbutt, Chair of NHS
Board Chairs Group)
11. Any Other Business
12. Date and Time of Next Meeting

MINUTES

Welcome, Apologies for Absence and Attendees

1. A list of those present and apologies is provided at Annex A.
2. The Cabinet Secretary noted that Ian Kinniburgh, Chair of NHS Orkney, is standing down from his role on 30 November 2019 following a 4 year appointment term. She thanked him for his commitment to the role during this time, not just for his contribution as Chair of NHS Orkney, but also his previous appointment as Chair of NHS Shetland and Chair of the NHS Board Chairs Group. She then wished him well for the future.

Minutes and Actions from the Previous Meeting

3. The minutes of the meeting held on 26 August 2019 were approved.
4. The Cabinet Secretary thanked David Garbutt, Chair of NHS Board Chairs Group for his paper, which provided an update on the actions that have been progressed since the last meeting.

Matters Arising

5. There were no matters arising from the previous meeting.

Cabinet Secretary Remarks

6. The Cabinet Secretary began by giving NHS Chairs a brief update following her morning meeting with the Short Life Working Group on Culture, which was established to take forward the recommendations of the report by John Sturrock on cultural issues related to allegations of bullying and harassment in NHS Highland. The next meeting of the Short-Life Working Group is in January, after which a paper will be sent to Chairs and time should be scheduled for a substantive discussion.

Cabinet Secretary Standing Items

Community Health and Social Care – NHSCH/19/20/17

7. Elinor Mitchell, Director of Community Health and Social Care provided a brief update on the actions from the previous meeting. She confirmed that she attended the NHS Board Chairs away day on 3 October 2019 where they discussed the reform agenda across community care, primary care and the development of stronger integrated models. Meetings have been arranged for the Chair and Vice Chair of the Chairs Group and IJB Chairs Group to meet with Alison Taylor and Robert Kirkwood to take forward this agenda.
8. The Cabinet Secretary referenced the recent report published by Audit Scotland on the NHS in Scotland 2018, which supports the information published in the Health and Social Care Medium Term Financial Framework in October 2018.

9. The Ministerial Strategic Group will be looking at what more can be done to increase the pace of the integration of health and social care over the coming year.

Mental Health – NHSCH/19/20/21

10. Donna Bell, Director of Mental Health referred to the actions update paper provided by David Garbutt for this meeting. She confirmed that a report prepared by the Health and Justice Collaboration Board has been circulated to Chairs, which they are going to review and consider how they can play a full part in the delivery of 'Distress Brief Interventions'. This work is being led by Jacques Kerr, Senior Medical Officer, Directorate of Health Performance and Delivery, who recently presented at the NHS Board Chief Executives business meeting.

11. Donna Bell also confirmed that she had met with Neena Mahal, Chair of NHS Lanarkshire to discuss the role of community planning partnerships in the delivery of mental health services and work has been undertaken to highlight the NHS Lanarkshire approach at the Mental Health Forum in November.

Access and Performance – NHSCH/19/20/18

12. John Connaghan, Chief Performance Officer and Director of Delivery and Resilience gave an update on access and performance. He confirmed that winter plans have all been received and they are now undergoing a review process. Plans need to be able to demonstrate the additional capacity/activity that is being put in place with the additional investment provided to support performance over winter.

13. John Connaghan agreed to circulate further information to Chairs on breaches to the 4 hour accident and emergency target. He encouraged Chairs to try and understand the issues that affect performance in their Board areas.

14. There was a discussion about cancer waiting times and the challenges around meeting the 62 day standard, particularly in colorectal and urological cancers. An experienced cancer care manager continues to support NHS Boards to implement the Effective Cancer Performance Framework – NHS Tayside is now achieving above 95% since having implemented the framework.

15. Progress against agreed Annual Operating Plans (AOPs) form one of the key reference points for the current round of mid-year review meetings, chaired by Ministers. Work is underway to develop guidance for the next round of Annual Operating Plans, which will cover a 3 year period (April 2020-March 2023).

Action: John Connaghan to arrange for further information on breaches to the 4 hour accident and emergency target to be circulated to NHS Board Chairs by end November 2019.

Feedback from NHS Board Chairs Private Meeting

16. David Garbutt shared feedback from their morning meeting. This included:

- Mental Health Performance;
- Health and Wellbeing of Staff/Staff Governance Standards;
- Update on Innovation Conference;
- Audit Scotland Report 2019;
- Discussion with John Sturrock;
- Population Health and Data;
- Performance Dashboard; and,
- Developing Integration.

EU Withdrawal

17. Jane Hamilton, Head of Business Management and EU Withdrawal, Directorate for Health Workforce, Leadership and Reform summarised the latest position about withdrawal from the EU. Preparations were still being made in anticipation of a no deal exit on the 31 October 2019.

Programme for Government – NHSCH/19/20/19

18. Philip Raines, Head of Children and Young Peoples Mental Health Delivery Unit) provided a summary of the key commitments that have been laid out in this year's Programme for Government. He told the group that the 2019 commitments build upon those of last year and that they emphasise the Government's determination to increase the pace of improvement and change within Scotland's health and social care services.

19. David Garbutt confirmed that the NHS Board Chairs Group would align the 2019 commitments with the group's programme of work.

Action: The NHS Board Chairs Group to review their work programme against the commitments of this year's Programme for Government before the December meeting.

Developing Good Practice – Hospital at Home Implementation – NHSCH/19/20/20

20. Jason Leitch, National Clinical Director NHS Scotland introduced this agenda item which further developed work that had previously been taken forward with regards to the development of a 'Hospital at Home Guide'. This would provide practical advice on how to establish a Hospital at Home service. The guidance will be developed by December 2019 and is being driven by Professor Graham Ellis, NHS Lanarkshire Geriatrician and Healthcare Improvement Scotland National Clinical Lead for Older People and Claire Ritchie, AHP Director, NHS Greater Glasgow and Clyde. A conference was also planned for February 2020.

21. There was a discussion about the utilisation of already qualified improvement staff and their role in spreading and implementing good practice. Jason Leitch agreed to circulate a copy of a directory of staff, by Board, of those who have completed national improvement training courses and who could help drive change in Boards. The Cabinet Secretary asked Chairs to consider how their Boards make use of improvement staff and report back at the December meeting.

22. The Cabinet Secretary noted the progress that has been made and asked for a further discussion on the implementation of the guidance at the December meeting. This should also address the deployment of improvement staff.

23. The Cabinet Secretary indicated that she wanted Healthcare Improvement Scotland to consider 'Attend Anywhere' as the next example of good practice to be implemented by the Hub.

Action: Secretariat to include implementation of the 'Hospital at Home Guidance' and deployment of improvement staff, at the December meeting.

Action: Jason Leitch to circulate directory of staff who have completed national improvement training courses by mid-November and Chairs to report back on the approach used in their Boards to the deployment of improvement staff at the December meeting.

Public Health Scotland – NHSCH/19/10/15

24. Richard Foggo, Director of Population Health gave an update on his discussions with the NHS Board Chairs Group about progress on the Public Health Reform Programme and the establishment of Public Health Scotland. Jim McGoldrick, Shadow Chair of Public Health Scotland, then described his role in establishing the Executive Team and the work that he is doing to engage stakeholders.

25. Tom Steele, Chair, Scottish Ambulance Service shared with the group some of the data that is collected by the Scottish Ambulance Service and some examples of how it can be used to make improvements at locality and cluster level. John Brown, Chair, NHS Greater Glasgow and Clyde also gave some examples of good practice from within his Board, as well as a brief overview of the approach taken by the Board to improve population health.

26. The Cabinet Secretary asked for the use of data in supporting health to be revisited at a future meeting.

Action: Secretariat to schedule Population Health as an agenda item at a future meeting.

Any Other Business

27. No additional items were proposed.

Date and Time of Next Meeting

28. The next NHS Chairs meeting will be on **Monday 9 December 2019** at **13:00** in the Scottish Health Service Centre, Edinburgh

Office of the Chief Executive for NHS Scotland

October 2019

ATTENDEES**Scottish Ministers**

Jeane Freeman Cabinet Secretary for Health and Sport
 Joe FitzPatrick Minister for Public Health, Sport and Wellbeing

Health Board Chairs

Martin Cheyne NHS Ayrshire and Arran
 Karen Hamilton NHS Borders
 Nicholas Morris NHS Dumfries and Galloway (by VC)
 Tricia Marwick NHS Fife
 Alex Linkston NHS Forth Valley
 Rhona Atkinson NHS Grampian (Vice-Chair) (by VC)
 John Brown NHS Greater Glasgow and Clyde
 Boyd Robertson NHS Highland
 Neena Mahal NHS Lanarkshire
 Brian Houston NHS Lothian
 Ian Kinniburgh NHS Orkney
 Gary Robinson NHS Shetland (by VC)
 Lorna Birse-Stewart NHS Tayside (Interim Chair)
 Ian Burgess NHS Western Isles
 Susan Douglas-Scott The Golden Jubilee Foundation
 Carole Wilkinson Healthcare Improvement Scotland
 Madeline Smith NHS 24 (Interim Chair)
 David Garbutt NHS Education for Scotland
 David Crichton NHS Health Scotland
 Keith Redpath NHS National Services Scotland
 Jim McGoldrick Shadow Chair, Public Health Scotland
 Terry Currie The State Hospital Board
 Tom Steele Scottish Ambulance Service
 Paul Edie Care Inspectorate
 John Glennie Vice-Chair, Scottish Health Council

Scottish Government Officials

Malcolm Wright Director General for Health and Social Care for the Scottish Government and Chief Executive of NHS Scotland
 John Connaghan Chief Performance Officer and Director of Delivery and Resilience
 Donna Bell Director of Mental Health
 Elinor Mitchell Director of Community Health and Social Care
 Richard Foggo Director of Population Health
 Richard McCallum Deputy Director of Health Finance
 Catherine Calderwood Chief Medical Officer
 Fiona McQueen Chief Nursing Officer
 Jason Leitch National Clinical Director
 David Williams Director of Delivery, Health and Social Care Integration
 Jane Hamilton Head of Business Support and EU Withdrawal
 Andy Corr PS/Cabinet Secretary Health and Sport
 Robert Kirkwood Corporate Business Management Team (Secretariat)
 Laurie Whyte Corporate Business Management Team (Secretariat)

Observers

Lesley Bowie	Vice-Chair, NHS Ayrshire and Arran
Irene Oldfather	Vice-Chair, Scottish Ambulance Service
Alan Cupar	Executive Support, NHS Chair and Chief Executives Groups
Claire Austin	Scottish Clinical Leadership Fellow
Keith Hodgson	Scottish Clinical Leadership Fellow

In Attendance (Agenda Items)

Justine Westwood	Head of Strategic Change
Philip Raines	Head of Children and Young Peoples Mental Health Delivery Unit
Marion Bain	Co-Director of Executive Delivery Group for Public Health Reform

Apologies

Clare Haughey	Minister for Mental Health
Lynda Lynch	NHS Grampian
Suzanne Dawson	Scottish Health Council
Shirley Rogers	Director of EU Exit and Transition, Chief People Officer and Director of Health Workforce, Leadership and Reform
Christine McLaughlin	Chief Finance Officer NHS Scotland and Director of Health Finance, Corporate Governance and Value
Michael Chalmers	Director for Children and Families