

9 December 2019  
13:00

**MEETING OF THE NHS BOARD CHAIRS  
FETTES 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/19/20/22
  - Mental Health – NHSCH/19/20/23
  - Access and Performance – NHSCH/19/20/24
6. Feedback from NHS Chairs Private Meeting  
(David Garbutt, Chair of the NHS Board Chairs Group)
7. Hospital at Home Guidance Implementation – NHSCH/19/20/25  
(Carole Wilkinson, Chair, Healthcare Improvement Scotland, Professor  
Graham Ellis, Senior Medical Officer, NHS Lanarkshire)
8. Blueprint for Good Governance Update - NHSCH/19/20/26  
(John Brown, Co-Chair, NHS Board Chairs' Corporate Governance Steering  
Group).
9. Capital Investment and Infrastructure - NHSCH/19/20/27  
(Alan Morrison, Capital Accounting and Policy Manager)
10. Any Other Business
11. 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 congratulated Boyd Robertson on his substantive appointment as Chair of NHS Highland. She thanked Lorna Birse-Stewart for continuing in the role as interim Chair of NHS Tayside and, welcomed David Drever, to his first meeting since taking on the role of interim Chair of NHS Orkney.

### Minutes and Actions from the Previous Meeting

3. The minutes of the meeting held on 28 October 2019 were approved.
4. David Garbutt, Chair of NHS Board Chairs Group confirmed that all NHS Boards have reviewed how they are making use of trained improvement staff and they have identified some good practice models which they would like to build on. For example, the quality improvement hub model for NHS Grampian and the Scottish Ambulance Service and NHS Lanarkshire has established an Academy where improvement training also covers 'human factors'.
5. Nick Morris, Vice-Chair of NHS Board Chairs Group confirmed that Chairs have had discussions on the Programme for Government and how it will be integrated into the planning process.

### Matters Arising

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

### Cabinet Secretary Remarks

7. The Cabinet Secretary highlighted a number of issues to NHS Chairs, including:
  - EU Exit preparations
  - The Scottish 2020-21 Budget
  - Recruitment Campaign Nurses, Midwives, Allied Professions and Healthcare Science
  - Forensic Medical Services Bill
  - NHS Pension Allowance – time limited policy
8. The Minister for Public Health, Sport and Wellbeing reminded NHS Chairs that a 60% target has been set for the uptake of the flu vaccination amongst health and social care staff. He asked NHS Chairs to check what the uptake is within their Boards and to actively promote the flu immunisation programme, ensuring this is firmly based in the vaccine's contribution to patient safety.

**Action: NHS Chairs to check the uptake of flu vaccine among health and social care staff and actively promote the flu immunisation programme.**

## **Cabinet Secretary Standing Items**

### **Community Health and Social Care – NHSCH/19/20/22**

9. David Williams, Director of Delivery, Health and Social Care Integration provided a brief update on work that has progressed since the last meeting. The Ministerial Strategic Group for Health and Community Care (MSG), which met on the 6 November, approved an update report on progress with implementing the review report, which was published in February 2019. The MSG also approved a new Framework for Community Health and Social Care Services. The Framework has now been shared with partnerships to assist with operational planning and delivery of integrated services. The next MSG meeting will take place on 22 January 2020. Further information was provided in a paper circulated to NHS Chairs for the meeting.

### **Mental Health – NHSCH/19/20/23**

10. Donna Bell, Director of Mental Health gave an overview of the information provided in the accompanying paper. She highlighted the letter sent by the Cabinet Secretary to all NHS Board Chairs, Chief Executives and IJB Chief Officers on 28 October 2019 to implement the recommendations of the 'Delivering Effective Services Report', which was published on 6 March 2019.

11. There was a discussion about waiting times performance for CAMHS and psychological therapies. The most recent statistics for July – September 2019 were published on 3 December and have been shared with NHS Chairs, which indicated some improvements against the standard set for psychological therapies. Chairs were encouraged to engage with Chief Executives on what measures are being taken within Boards to address these waiting times targets.

12. The Cabinet Secretary advised NHS Chairs that there would be a discussion at the next meeting about performance against waiting times for CAMHS and psychological therapies.

**Action: Secretariat to include CAMHS/Psychological Therapies performance on the agenda for January meeting.**

### **Access and Performance – NHSCH/19/20/24**

13. John Connaghan, Chief Performance Officer and Director of Delivery and Resilience gave an update on access and performance. Latest published data showed significant improvement over the last two years. Treatment time guarantee figures for mid-November show a 10% reduction in those waiting over 12 weeks and almost 30% reduction for outpatients. Performance against the 4-hour emergency access target continues to be challenging with significant and sustained increase in attendances and high levels of delayed discharge.

14. The Cabinet Secretary asked David Williams to check the preparedness of the social care sector over the Christmas and New Year period.

**Action: David Williams to check the preparedness of social care provision over the Christmas and New Year period.**

### **Feedback from NHS Board Chairs Private Meeting**

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

- Social Prescribing;
- Health and Wellbeing of Staff;
- Ladder of Escalation;
- Update from meeting with IJB Group Chair on integration;
- Governance Action Plans;
- Appraisal for Chairs and Vice Chairs;
- Hospital at Home Guidance;
- Clinical and Care Governance Guidance; and,
- Remit and Role of NHS Chairs Group

### **Hospital at Home Guidance – NHSCH/19/20/25**

16. Carole Wilkinson, Chair, Healthcare Improvement Scotland and Professor Graham Ellis, Senior Medical Officer, NHS Lanarkshire gave an update on the work that has been progressed to develop the draft resource 'Hospital at Home: Guiding Principles for Service Development' and, outlined the next steps in implementing the service across all NHS Boards.

17. A meeting has been arranged with IJB Chief Officers on 13 December to discuss the use of the resource as they plan future services and how the hospital at home service compliments current social care services. The 'Guiding Principles' resource will be published in January 2020.

18. Professor Ellis is continuing to engage with clinicians, with an event for acute physicians, geriatricians and GPs organised for 18 February 2020, and a range of tools to support implementation to be available by spring 2020.

19. The Cabinet Secretary asked for a further update at the January meeting.

**Action: Secretariat to include an update on the implementation of a Hospital at Home service at the January meeting.**

### **Blueprint for Good Governance – NHSCH/19/20/26**

20. John Brown, Co-Chair of NHS Chairs' Corporate Governance Steering Group (CGSG) gave an update on the progress of the implementation of the Blueprint for Good Governance. Good progress has been made against the implementation of the actions identified in the national programme plan, which covers 3 priority work-streams (corporate governance systems, attraction, recruitment and retention and induction, skills development and appraisal).

21. In addition to the national programme, all Boards have made good progress implementing the actions that they identified in their self-assessments to improve governance at a local level. Further information was set out in the supporting paper.

22. The Cabinet Secretary asked whether improvements to governance procedures will ensure that non-executive members ask the right questions and challenge appropriately. David Garbutt said that additional work was being undertaken to develop support for non-executive members through a variety of different media including building on the resources previously published, themed 'what non-executive members need to know'.

23. The Cabinet Secretary thanked NHS Chairs for the update.

### **Infrastructure – Update and Planning for the Future – NHSC/19/20/27**

24. Christine McLaughlin, Chief Finance Officer NHS Scotland and Director of Health Finance, Corporate Governance and Value introduced the paper on infrastructure and planning for the future. Alan Morrison, Capital Accounting and Policy Manager, then gave a short presentation, which accompanied the paper that had been circulated to Chairs.

25. NHS Chairs were asked to ensure that there is a strong focus on infrastructure within their Boards and that they understand: the status of their existing estate and equipment; the plans for maintenance and upgrade as part of the estates strategy; and, the actions being taken around mitigation of risks to service delivery.

**Action: NHS Chairs to ensure that there is a strong focus on infrastructure within their Boards.**

### **Culture and Whistleblowing**

26. Stephen Lea-Ross, Head of Workforce Practice gave a brief update on implementation of the national whistleblowing standards and the development of a behavioural framework which builds on NHS Scotland Values and promotes psychological safety. Work is being taken forward by the short life working group to consider how to measure improvement over time and what changes need to be made to reporting on staff governance.

### **Any Other Business**

27. The Cabinet Secretary thanked Martin Cheyne for his time as Chair of NHS Ayrshire and Arran, noting that he will take over as Chair of NHS 24 on 1 January 2020. She also thanked Christine McLaughlin for her commitment and contribution over the years as Chief Finance Officer of NHS Scotland and her work in leading the Health Finance, Corporate Governance and Value Directorate within the Scottish Government. Christine McLaughlin leaves to go on a career break in mid-December 2019.

## **Date and Time of Next Meeting**

28. The next NHS Chairs meeting will be on **Monday 27 January 2020 at 13:00** in the Scottish Health Service Centre, Edinburgh

**Office of the Chief Executive for NHS Scotland**

December 2019

**ATTENDEES****Scottish Ministers**

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

**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)
John Brown	NHS Greater Glasgow and Clyde
Boyd Robertson	NHS Highland
Neena Mahal	NHS Lanarkshire
Martin Hill	NHS Lothian
David Drever	NHS Orkney
Gary Robinson	NHS Shetland
Lorna Birse-Stewart	NHS Tayside (Interim Chair)
Ian Burgess	NHS Western Isles
Susan Douglas-Scott	The Golden Jubilee Foundation (by V.C)
Carole Wilkinson	Healthcare Improvement Scotland
Madeline Smith	NHS 24 (Interim Chair)
David Garbutt	NHS Education for 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
Suzanne Dawson	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
Christine McLaughlin	Chief Finance Officer NHS Scotland and Director of Health Finance, Corporate Governance and Value
Donna Bell	Director of Mental Health
Richard Foggo	Director of Population Health
David Williams	Director of Delivery, Health and Social Care Integration
Anne Aitken	Director of Support and Delivery
Stuart Duncan	Head of Leading Improvement
Craig Hancock	PS/Minister for Mental Health
Robert Kirkwood	Corporate Business Management Team (Secretariat)
Laurie Whyte	Corporate Business Management Team (Secretariat)

**Observers**

Cicely Cunningham	Scottish Clinical Leadership Fellow
Alice Rutter	Scottish Clinical Leadership Fellow

**In Attendance**

Alan Morrison	Capital Accounting and Policy Manager
Graham Ellis	Senior Medical Officer, NHS Lanarkshire
Stephen Lea-Ross	Head of Workforce Practice
Alan Cooper	Executive Support, NHS Chair and Chief Executives Groups
David Bedwell	Executive Support, NHS Chair and Chief Executives Groups
Chris Campbell	Executive Support, NHS Chair and Chief Executives Groups

**Apologies**

Brian Houston	NHS Lothian
Lynda Lynch	NHS Grampian
David Crichton	NHS Health Scotland
Paul Edie	Care Inspectorate
Elinor Mitchell	Director of Community Health and Social Care
Shirley Rogers	Director of EU Exit and Transition, Chief People Officer and Director of Health Workforce, Leadership and Reform
Catherine Calderwood	Chief Medical Officer
Fiona McQueen	Chief Nursing Officer
Jason Leitch	National Clinical Director
Michael Chalmers	Director for Children and Families