

# Minute

# NHS Tayside

## TAYSIDE NHS BOARD

Minute of the above meeting held at 10:35 am on Monday 27 March 2017 in the Board Room, Kings Cross, Clepington Road, Dundee

### Present

#### Non Executive Members

Professor J Connell	Chairman, Tayside NHS Board
Mr D Cross	OBE, Non Executive Member, Tayside NHS Board
Councillor D Doogan	Non Executive Member, Tayside NHS Board
Mrs L Dunion	Non Executive Member, Tayside NHS Board
Mrs J Golden	Employee Director, Tayside NHS Board
Mr S Hay	Vice Chair, Tayside NHS Board
Mr M Hussain	Non Executive Member, Tayside NHS Board
Councillor K Lynn	Non Executive Member, Tayside NHS Board
Councillor G Middleton	Non Executive Member, Tayside NHS Board
Dr R Peat	Non Executive Member, Tayside NHS Board
Mr H Robertson	Non Executive Member, Tayside NHS Board
Mrs A Rogers	Non Executive Member, Tayside NHS Board
Mrs S Tunstall-James	Non Executive Member, Tayside NHS Board

#### Executive Members

Mr L Bedford	Director of Finance
Mrs G Costello	Nurse Director ( to item 4)
Ms L McLay	Chief Executive
Professor A Russell	Medical Director
Dr D Walker	Director of Public Health, NHS Tayside

#### Apologies

Mrs J Alexander	Partnership Representative
Dr A Cowie	Non Executive Member, Tayside NHS Board
Professor M Smith	Non Executive Member, Tayside NHS Board

#### In Attendance

Dr A Cook	Medical Director, Operational Unit
Mr G Doherty	Director of Human Resources and OD
Ms M Dunning	Board Secretary
Mr T Gaskin	Chief Internal Auditor
Miss D Howey	Head of Committee Administration

#### Prof J Connell in the Chair

### ACTION

#### 1. APOLOGIES

The apologies were as noted above.

## **2. CHAIRMAN'S WELCOME AND INTRODUCTION**

The Chairman welcomed all to the last Board meeting of this financial year. He noted that the Financial Framework 2017/18 – 2021/22 had been discussed in detail at the earlier Finance and Resources Committee.

He advised that he would give a confidential briefing to the Board before discussion of the Financial Framework.

The Chairman advised that this was the last formal Board meeting for the three Non Executive Members, who were the local authority stakeholder members of the Board, due to the local authority elections on 4 May 2017.

On behalf of the Board he thanked them all for their contribution to NHS Tayside as well as the health and social care partnerships. It was noted that local authority nominations to the Board would be made post the election on 4 May 2017.

The Chairman gave a briefing on discussion that had been held with the Director General for Health and Social Care and Chief Executive, NHS Scotland and the Director of Health Finance.

He advised that this was in advance of the Public Audit and Post Legislative Scrutiny Committee meeting on 30 March 2017. It was noted the Chairman, Chief Executive, Medical Director and Director of Finance were to attend this meeting in Edinburgh.

It was noted that the Director General for Health and Social Care and Chief Executive, NHS Scotland had written to the Public Audit and Post Legislative Scrutiny Committee to advise that up to £4 million of brokerage had been authorised for NHS Tayside for 2016/17.

When the Director General for Health and Social Care and Chief Executive, NHS Scotland had attended the Public Audit and Post Legislative Scrutiny Committee in February 2017, there was no concern around NHS Tayside's ability to treat patients in a timely manner and this confidence continued. There had been a short term review of prescribing. This had been done by the Deputy Chief Medical Officer and the formal report was awaited. It was noted that he had endorsed the approach to be taken in respect of the chronic pain pathway, formulary adherence and high prescribing practices.

The Chairman reported that the Director General for Health and Social Care and Chief Executive, NHS Scotland had advised of his intention to provide further support to NHS Tayside. This was in the form of a Chair, Chief Executive and other officers from NHS Boards in Scotland. This was not a loss of confidence in NHS Tayside, but rather that there were chronic and complex issues that needed this additional support.

The Chairman and the Chief Executive were to meet with the Director General for Health and Social Care and Chief Executive, NHS Scotland that afternoon for further detail on the support to be provided.

It was noted that it was likely that the provision of this additional support would be discussed at the Public Audit and Post Legislative Scrutiny

Committee meeting on 30 March 2017. The Chairman and the Board endorsed their support of the NHS Tayside team.

During discussion it was noted that this additional support was welcomed. The amount of work to be undertaken to make the required transformational change, in addition to routine working could not be easily sustained and this support would be helpful and used as effectively as possible.

Recent negative media coverage of anonymous claims about patient safety at Perth Royal Infirmary was discussed. It was noted that patient safety had not been compromised at Perth Royal Infirmary.

**The Board noted the Chairman's introduction and briefing**

### **3. NHS TAYSIDE FINANCIAL FRAMEWORK 2017/18-2021/2022**

The Director of Finance gave an overview of the discussion that had been held at the earlier Finance and Resources Committee on the NHS Tayside Financial Framework 2017/18 – 2021/22. He highlighted that the Finance and Resources Committee had considered the Framework in detail and the Board was asked in particular to approve the direction outlined in the Financial Framework.

Mr Cross, as Chair of the Finance and Resources Committee highlighted the full discussion at the earlier Committee meeting. He outlined the main points of this discussion including the importance of joined up clinical strategies, that the IJBs were still to meet to finalise their budgets for 2017/18 and that the budget planning cycle would in future come earlier in the financial year to both the Finance and Resources Committee and the Board.

There was detailed discussion around the need for an open and transparent budgeting process; however it was noted that budgetary control was not solely in the gift of the Board to deliver and there were a number of external influencing factors such as the ability to recruit staff the requirement for non contract agency staff and the impact of delayed discharges.

It was noted that the budget was dynamic and had come later to the Board than was preferred, the overhaul of the budgeting process would assist with this next year as would the depth of budgetary planning throughout the organisation.

It was noted that the offer of additional support from the Scottish Government Health and Social Care Directorate was welcomed and would assist with these processes.

**The Board:**

- **Considered the Financial Framework and the implications thereon**
- **Approved the Financial Framework 2017/18 – 2021-22 subject to the finalisation of the IJB budgets and subject to an assurance that this Framework and budget setting would be**

**driven by health service redesign and clinical requirements not the financial requirements and priorities**

- **Noted the level and context of cost reduction initiatives that were currently assessed as high risk and that this affect the ability to deliver the required savings to deliver a financial break even position in 2017/18**
- **Noted that discussions would be maintained during 2017/178 with the Scottish Government Health and Social Care Directorate**

#### **4. DRAFT ONE YEAR OPERATIONAL DELIVERY PLAN 2017-18**

The Chief Executive spoke to this report. She advised that in addition to the Board submitting the required 2017/18 LDP, NHS Tayside had delivered a detailed one year plan. The plan was a draft plan.

It was confirmed the Public Audit and Post Legislative Scrutiny Committee had requested a level of detail on the 2017/18 Plan.

The Chief Executive outlined each of the sections in the draft Plan highlighting the strong statement about the whole system approach and identifying and optimising all efficiencies across the service plans.

It was confirmed the draft Plan would be submitted to the Scottish Government on 31 March 2017 with a final submission by 30 September 2017.

During discussion the following points were noted:

- Clarification was requested if the draft Plan was for approval or information
- There was a detailed reference on page 34 of the Plan to the option of rationalised community hospital provisions in Perth and Kinross. Concern was expressed that this was included when there had been no public engagement about these proposals. The Chair of the Perth and Kinross IJB highlighted there had been no discussion at the IJB about what was detailed in this section of the plan. The other IJBs had a generic statement attached to this section (consolidation of sites). It was preferred that this statement should be included for the Perth and Kinross IJB.
- It was noted that the Public Audit and Post Legislative Scrutiny Committee would expect a level of detail to be included. If not included it would likely be raised as part of the discussion at the meeting
- It was agreed that the draft Plan should be updated accordingly and if able to do so, be resubmitted, to the Public Audit and Post Legislative Scrutiny Committee

Mrs Costello left the meeting.

- How the draft one year plan related to the preventative agenda and the work of the Public Health Directorate was queried. The Director of Public Health advised that those commitments were embedded

in other parts of the planning processes. He was satisfied that early intervention and health equity were covered

- The need for meaningful staff appraisal and development was highlighted. It was noted that collective leadership was to be discussed at a future Board Development Session. The senior leadership team was also discussing performance management from a staff governance perspective. The People Strategy was also due to be refreshed this year

**The Board:**

- **Noted the draft One Year Operational Delivery Plan 2017-18**
- **Noted that the draft would be updated to take account of the comments made in respect of the Perth and Kinross IJB information**

**5. DRAFT FIVE YEAR TRANSFORMATION PLAN 2017-2022**

The Chairman noted that this was a refresh of the five year plan that had been presented to the Board last year. He highlighted that it would be subject to change with the ongoing discussion in respect of regionalisation.

During discussion the following points were noted:

- The draft nature of the Plan was queried, and the timescale for Board approval of the final version. It was noted that the five year plan would always be evolving. It could come back for approval once more detail on regionalisation was known
- It was noted that work was ongoing nationally in relation to the Health and Social Care Delivery Plan. There would be a regional infrastructure and leadership resource in place across Scotland to take regional planning forward

**The Board:**

- **Noted the draft Five Year Transformation Plan 2017-2022**
- **Agreed that it should come back to the Board for approval and would include further comment on regionalisation**

**6. DATE OF NEXT MEETING**

The next meeting of Tayside NHS Board will be held on Thursday 4 May 2017 at 9:30am in the Board Room, Kings Cross