

<b>NHS Chief Executives Business Meeting</b>	<b>Paper no:</b> NHSCE/19/20/27 <b>Meeting date:</b> 13 November 2019 <b>Time:</b> 13:00
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**Meeting of the NHS Board Chief Executives  
Fettes Suite, Scottish Health Service Centre,  
Crewe Road South, Edinburgh, EH4 2LF**

## **AGENDA**

1. Welcome, Apologies for Absence and Attendees
2. Minutes of the Previous Meeting – 11 September 2019 - NHSCE/19/20/20
3. Matters Arising
4. Feedback from the Chief Executives Private Meeting
5. Actions following the Audit Scotland Report – the NHS in Scotland 2019
6. A Joint Governance Framework – NHSCE/19/20/21
7. Unscheduled Care, Resilience and Pressures – NHSCE/19/20/22
8. CMO Taskforce Update – NHSCE/19/20/23
9. Any Other Business
10. Date and Time of Next Meeting

## **MINUTES**

### **Welcome, Apologies for Absence and Attendees**

1. Elinor Mitchell, Director of Community Health and Social Care welcomed everyone to the meeting. A list of attendees and apologies for absence are provided at Annex A.

### **Minutes of the Previous Meeting – NHSCE/19/20/20**

2. The minutes of the meeting held on 11 September 2019 were approved.

### **Matters Arising**

3. There were no matters arising.

## **Feedback from the Chief Executives Private/Strategy Meeting**

4. Pauline Howie, Chair of the NHS Chief Executives Group gave an update on the discussions from the private/strategy meeting. This included:

- National Approach to Laboratory Services;
- Access Collaborative 'Bringing it Together';
- Diabetes Prevention Framework;
- Centre of Excellence covering Infection Control;
- Integration;
- Major Incidents; and
- Unscheduled Care.

5. Christine McLaughlin, Chief Finance Officer NHS Scotland and Director of Health Finance, Corporate Governance and Value offered to have a further discussion with colleagues in relation to the NHS National Services Scotland (NHS NSS) work on Centre for Excellence.

6. Pauline Howie, Chair of the NHS Chief Executives Group would arrange for this to be on the December meeting agenda.

***Action: NHS Chief Executives Executive Support Team on behalf of Pauline Howie to schedule discussion at December meeting on Centre for Excellence including Christine McLaughlin***

### **Actions following the Audit Scotland Overview Report - the NHS in Scotland 2019**

7. Elinor Mitchell, Director of Community Health and Social Care introduced this item to the meeting in relation to the recent publication of the Audit Scotland Report. Colleagues perceived the report as a positive one.

8. A discussion followed regarding what the next steps should be for both Scottish Government and NHS Boards about the reform agenda. Colleagues agreed that there was a need to produce a new transformational plan, which set the direction of travel and addressed priority areas for delivery.

9. Chief Executives welcomed the discussion and were keen to work with SG colleagues to discuss this further. Richard Foggo, Director of Population Health proposed setting up a small group to take this forward and Elinor Mitchell, Director of Community Health and Social Care suggested anyone attending the next Senior Leaders Forum set aside some time in the margins of this meeting to have a discussion.

***Action: Elinor Mitchell and Richard Foggo to work with Pauline Howie to ensure that arrangements are made for these important issues to be discussed together***

## **A Joint Governance Framework - NHSCE/19/20/21**

10. Amanda Croft, Chief Executive, NHS Grampian introduced Angela Scott, Chief Executive, Aberdeen City Council and Chief Superintendent Campbell Thomson, Divisional Commander for North East Division, Police Scotland, who were integral in the work that led to the development of the 'Joint Governance Framework'.

11. Angela Scott talked to a presentation outlining the partnership journey that colleagues in the North East have been through since 2016 in relation to public protection. A paper had been circulated to Chief Executives in advance of the meeting.

12. Chief Executives thanked Angela Scott for the presentation and were inspired by the joint approach taken in North East.

## **Unscheduled Care, Resilience and Winter – NHSCE/19/20/22**

13. Elinor Mitchell invited Helen Maitland, Unscheduled Care Director to lead the discussion with Chief Executives on Unscheduled Care, Resilience and Winter.

14. Helen Maitland summarised the issues outlined in the paper that had been circulated in advance of the meeting. These were:

- unscheduled care performance;
- attendances and emergency admissions;
- readmissions;
- winter pressures;
- day of care.

15. Chief Executives had discussed this agenda item at their morning meeting and it was recognised that these areas were a whole system issue and should be factored into planning processes. It was suggested that the programme of work being taken forward by the National Programme Board be reshaped to focus on:

- research to help understand the rise in attendances;
- a quantitative and qualitative approach;
- how systems should be accessed;
- digital solutions;
- finance; and
- as a whole system including councils and IJBs.

16. There was a discussion about the discharge process and medical staff involvement and what could be done to standardise practices to ensure earlier discharge from hospital.

17. Chief Executives welcomed the opportunity to discuss unscheduled care attendances as part of this agenda item.

**Action: *Unscheduled Care Director - Further information should be gathered on the profile of patients attending A&E and to understand the perspective of those presenting to A&E unnecessarily. This should be progressed urgently.***

**Action: *Unscheduled Care Director – consider reviewing the membership of the Unscheduled Care Programme Board to include Chief Officers and Chief Executives.***

### **CMO Taskforce – NHSCE/19/20/23**

18. Gerry McLaughlin, Chief Executive, NHS Health Scotland, who represents the Chief Executives Group on the CMO Taskforce, introduced colleagues to lead the discussion on the progress of the work of the taskforce.

19. Colin Sloey, Taskforce National Coordinator and Vicky Carmichael, CMO Taskforce Deputy Unit Head, asked Chief Executives to:

- prepare for forthcoming legislation, which makes provision for a national self-referral model; and,
- ensure readiness for compliance with agreed national document and data collection requirements.

20. Vicky Carmichael provided a short update on the progress of the Bill, which will be lodged in Parliament within the next couple of weeks. A letter will then be sent to Chief Executives providing further details. A number of key documents have now been developed and will be launched at the annual NHS Education for Scotland Conference on 24 January 2020, followed by a number of regional training events. Further information was provided in the paper, which was circulated in advance of the meeting.

21. Chief Executives were asked to ensure all relevant personal were signed up and able to attend the NES conference in January or be able to attend a roadshow to enable smooth transition when the new procedures go live.

22. Chief Executives noted the update and paper circulated and would share this information with Board Nominated Leads. CMO thanked Chief Executives for all their work to date.

**Action: *Chief Executives to circulate this update with Board Nominated Leads and ensure relevant personal attend the NES conference on 24 January 2020***

## **Any Other Business**

23. Elinor Mitchell thanked Simon Bokor-Ingram for his time as Interim Chief Executive, NHS Shetland. Michael Dickson has been appointed as the new Chief Executive in NHS Shetland wef 6 January 2019.

24. She congratulated Stewart Irvine, who has been appointed Interim Chief Executive, NHS Education for Scotland wef 11 November 2019 while Caroline Lamb is on secondment to the Scottish Government.

25. Thanks was paid to Christine McLaughlin for her time in post as Chief Finance Officer NHS Scotland and Director of Health Finance, Corporate Governance and Value, who is taking a career break in December 2019.

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

26. The next NHS Chief Executives Business Meeting will take place on **15 January 2020 at 13:00**, in the Fettes Suite, Scottish Health Service Centre, Edinburgh EH4 2LF.

## **Office of the Chief Executive for NHSScotland**

14 November 2019

*Other Papers issued were:*

**NHSCE/19/20/24 – Pension Changes**

**NHSCE/19/20/25 – An Update from St Andrew's House** was circulated to Chief Executives for information

**NHSCE/19/20/26 – EU Withdrawal**

**ATTENDEES****NHS Board Chief Executives**

John Burns	NHS Ayrshire and Arran
Ralph Roberts	NHS Borders
Jeff Ace	NHS Dumfries and Galloway (by VC)
Paul Hawkins	NHS Fife (Vice Chair of CEs Group)
Cathie Cowan	NHS Forth Valley
Amanda Croft	NHS Grampian
Jane Grant	NHS Greater Glasgow and Clyde
Iain Stewart	NHS Highland
Heather Knox	Deputy Chief Executive, NHS Lanarkshire (for Calum Campbell)
Tim Davison	NHS Lothian
Christina Bichan	Chief Quality Officer, NHS Orkney (for Gerry O'Brien) (by VC)
Simon Bokor-Ingram	NHS Shetland (Interim Chief Executive)
Grant Archibald	NHS Tayside (by VC)
Gordon Jamieson	NHS Western Isles (by VC)
Jann Gardner	Golden Jubilee Foundation
Robbie Pearson	Healthcare Improvement Scotland
Angiolina Foster	NHS 24
Stewart Irvine	Deputy Chief Executive, NHS Education for Scotland (for Caroline Lamb)
Gerry McLaughlin	NHS Health Scotland
Colin Sinclair	NHS National Services Scotland
Pauline Howie	Scottish Ambulance Service (Chair of CEs Group)
Gary Jenkins	State Hospital

**Scottish Government**

Christine McLaughlin	Chief Finance Officer NHS Scotland and Director of Health Finance, Corporate Governance and Value
Elinor Mitchell	Director for Community Health and Social Care
Donna Bell	Director of Mental Health
Richard Foggo	Director of Population Health
Catherine Calderwood	Chief Medical Officer Scotland
Rose-Marie Parr	Chief Pharmaceutical Officer (confirmed)
Malcolm Summers	Head of Service Reform Division (for Shirley Rogers)
Louise Kay	Unit Head for Cancer, Rare Diseases and National Planning (for Jason Leitch)
Helen Maitland	Unscheduled Care Director
Tracy Slater	Head of Performance and Delivery Team (for John Connaghan)
Laurie Whyte	Corporate Business Management Team (Secretariat)
Sarah Hildersley	Corporate Business Management Team (Secretariat)

**In Attendance**

Tracy Gillies	Co-Chair of Medical Directors
Hazel Borland	Nurse Director, NHS Ayrshire and Arran (for Alex McMahon, Chair of SEAT)
David Bedwell	NHS Scotland Executive Support
Alan Cooper	NHS Scotland Executive Support
Chris Campbell	NHS Scotland Executive Support
Angela Scott	Chief Executive, Aberdeen City Council (Agenda Item 6)
Campbell Thomson	Chief Superintendent and Divisional Commander for North East Division, Police Scotland (Agenda Item 6)
Vicky Carmichael	CMO Taskforce Deputy Unit Head (Agenda Item 8)
Colin Sloey	Taskforce National Coordinator (Agenda Item 8)

**Observers**

Graham Ellis	Senior Medical Officer, Chief Medical Officer Directorate
Claire Austin	Scottish Clinical Leadership Fellow
Kyle Gibson	Scottish Clinical Leadership Fellow

**Apologies**

Malcolm Wright	DG Health and Social Care and Chief Executive NHS Scotland
Calum Campbell	NHS Lanarkshire
Gerry O'Brien	NHS Orkney
Caroline Lamb	NHS Education for Scotland
Alex McMahon	Chair of SEAT
Shirley Rogers	Director of EU Exit and Transition, Chief People Officer NHS Scotland and Director of Health Workforce, Leadership and Reform
John Connaghan	Chief Performance Officer NHS Scotland and Director of Delivery and Resilience
Jason Leitch	National Clinical Director Scotland
Fiona McQueen	Chief Nursing Officer Scotland
Michael Chalmers	Director for Children and Families
David Williams	Director of Delivery, Health and Social Care Integration