MINUTES – Approved

Meeting of the Board of Healthcare Improvement Scotland
Date: 20 March 2019
Time: 13.30–3.15pm
Venue: Room 6.4/6.5, Delta House, Glasgow

Present
Carole Wilkinson, Chair
Robbie Pearson, Chief Executive
Dr Bryan Anderson
Suzanne Dawson
Dr Zoë M Dunhill MBE
Paul Edie
Rhona Hotchkiss
Gill Graham
Kathleen Preston
Duncan Service

In Attendance
Alastair Delaney, Director of Quality Assurance
Ruth Glassborow, Director of Improvement
Ann Gow, Director of Nursing, Midwifery and Allied Health Professions
Sandra McDougall, Acting Director, Scottish Health Council
Richard Norris, Honorary Fellow, University of Edinburgh
Dr Sara Twaddle, Director of Evidence
Maggie Waterston, Director of Finance and Corporate Services

Apologies
George Black CBE
Jackie Brock
John Glennie OBE
Dr Brian Robson, Medical Director

Committee Support
Pauline Symaniak, Governance Manager

Declaration of interests
Declaration(s) of interests raised are recorded in the details of the minute

Registerable Interests

All Board members and senior staff are required to review regularly and advise of any updates to their registerable interests within one month of the change taking place. The register is available on the Healthcare Improvement Scotland website.
1. OPENING BUSINESS

1.1 Chair’s welcome and apologies

The Chair opened the meeting of the Board by extending a warm welcome to all in attendance.

The Chair noted the contribution over several years of George Black, Non-Executive Director, whose appointment would end on 31 March 2019. The Chair thanked on behalf of the Board, Richard Norris and Sara Twaddle for their contribution to the organisation over many years. They will both retire in April.

The Chair advised that a presentation had been made before the public meeting commenced to the Focus on Dementia team, winners of the Margaret McAlees Award. The Board wished to extend their congratulations to the team.

Apologies were noted as above.

1.2 Minutes and Action Points of the meeting on 5 December 2018

The minutes of the public meeting held on 5 December 2018 were accepted as an accurate record.

The action point register was reviewed and accepted. All actions were noted as complete.

In response to a question from the Board about the work to review performance reporting, the Director of Finance and Corporate Services advised that a Short Life Working Group, which included two Non-Executive Directors, had been convened and was undertaking initial scoping with a view to test proposals with the Board.

1.3 Chair’s Report

The Board received a report from the Chair updating them on recent developments. The Chair made two corrections to the report in respect of the proposed new membership of the Governance Committees:

a) John Glennie was no longer a member of the Quality Committee.
b) Rhona Hotchkiss would also join the Executive Remuneration Committee and become Vice Chair of that Committee.

1.4 Executive Report

The Board received a report from the Chief Executive and the Executive Team providing information on headline issues and key operational developments.

The Chief Executive highlighted the following points:

a) Preferred candidates had been identified for the posts of Director of Evidence and Director of Community Engagement, and an announcement would be made in due course.
b) The Making a Difference awards had been made in recognition of colleagues displaying behaviours that support the shared values of the organisation. There had been a high standard of nomination with 27 recommendations from which eight winners were chosen.
c) The remodelling work in Delta House was now complete resulting in a more equitable and flexible use of the space. Thanks were extended to all staff who have accommodated all of the changes with particular recognition of Brian Ross for managing the project so well.

d) The work of Diana Hekerem was noted as part of the Transformational Redesign workstream within the National Boards’ Collaborative.

In response to questions from the Board, the Executive Team provided the following information:

e) The aim of the work that HIS is leading on the Single National Formulary is to achieve consistent therapeutic pathways across Scotland. It was a commitment made within the Programme for Government and would not replicate the British National Formulary. The work would link well to the Area Drug and Therapeutics Committee Collaborative, the Scottish Medicines Consortium and SIGN.

f) The agreed Operating Framework with Scottish Government would now be implemented to ensure a consistency in commissioning of new work and clarity on managing escalations.

The Board noted the content of the report.

2. STRATEGIC DIRECTION

2.1 Integrated Planning 2019-2020: Operational, Financial and Workforce Plans

The Board received a paper from the Chief Executive setting out the Operational and Financial Plans for 2019-2020 for approval and the draft Workforce Plan for comment.

The Chief Executive noted that the Quality Management System (QMS) was central to the plans presented and the integrated planning had been an excellent example of cross-organisational working.

The Director of Finance and Corporate Services delivered a presentation to support the papers, the key points of which were as follows:

a) The Operational Plan had already been scrutinised by the Quality Committee and at the Board Seminar in February.

b) Feedback from those meetings, from Scottish Government and from staff had been incorporated into the revised plans.

c) The work programmes had been more comprehensively aligned to the Cabinet Secretary priorities.

d) The plans were underpinned by strengthening the role of QMS, working collaboratively and engaging with stakeholders.

e) It would be essential to make best use of resources. To enable this, capacity planning work was underway, a strategic internal change programme would be delivered and the use of secondments and Fixed Term Contracts would be reviewed.

f) Recruitment and retention of staff would be reviewed to ensure the organisation has the right skills to deliver the work plan. This would include planning to retain skills for critical roles and to introduce more creative recruitment campaigns to attract more candidates.

g) The work would be delivered in Partnership.
h) A short life working group has been convened with board representatives to ensure reporting meets requirements for performance management and assurance purposes. This work will measure progress toward delivery of the plans.

i) The next steps in the integrated planning process would be:
   - Approval of the Operational and Financial Plans by the Board at the meeting that day with onward submission to Scottish Government prior to 31 March 2019.
   - Submission of the Workforce Plan to the Staff Governance Committee meeting on 14 May 2019.
   - Approval of the Workforce Plan by the Board at its meeting on 26 June 2019 for submission to the Scottish Government by 30 June 2019.

The Board noted the excellent work delivered by staff to create the Operational Plan and a Finance Plan that sustainably underpins the work of the organisation.

In response to questions from the Board, the following points were clarified:

j) The planning process was led by members of the Senior Leadership Group which included events with function leads to ensure staff supported and were engaged with the plan.

k) The Cabinet Secretary priorities and the organisation’s strategic objectives are connected. The links would be made more explicit in the Operational Plan.

l) The work to support Health and Social Care Partnerships includes Living Well in Communities and Transformational Redesign. In future, quality assurance and improvement in this area would be more aligned.

m) Financial allocations related to the Safe Staffing Bill were an additional allocation for 2019-2020 but were added to baseline for 2020-2021.

n) The Performance and Development Reviews would be guided by the Operational Plan and the training budget would be centralised to ensure it was used on the basis of agreed training plans.

The Board approved the Operational Plan and the Financial Plan, and noted that the Workforce Plan would undergo further refinement before being submitted to the Board meeting in June 2019 for approval within timescales set by Scottish Government.

3. DELIVERING OUR CORPORATE PLAN

3.1 Financial performance report

The Board received a report from the Director of Finance and Corporate Services setting out the financial performance as at 28 February 2019. The following points were highlighted:

a) All financial allocations from Scottish Government had now been received.

b) The savings target of £1.9m had been achieved, largely through non-recurring sources.

c) Much of that was staff turnover which had been static at 3% and savings from pay costs due to not filling vacancies.
d) Agreement had been reached with Scottish Government to carry forward up to £400k to the next financial year. This represents 1% of total budget plus an additional £100k.

e) By the end of March, HIS will have contributed £600k to the National Boards’ savings target of £15m. It had been agreed with Scottish Government that any additional surplus from any of the National Boards would be transferred to this savings target.

f) It was proposed that £1.3m of cash be returned to Scottish Government to reduce the cash balance at the year end to around £1m in line with financial good practice. The Code of Corporate Governance states that any transactions above £1m require the approval of the Board. The Board approved the transaction and requested that the Director of Finance & Corporate Services action the transfer of funds.

### 3.2 Organisational Performance Report

The Board received a report on performance from the Director of Finance and Corporate Services. The following points were highlighted:

- a) A detailed report was provided to the Executive Team who then provided an exceptions report to the Quality Committee. The Committee reviewed this performance report at its meeting on 27 February 2019 and agreed the information that should be included in the report for the Board.

- b) The report highlights work programmes with red or amber status which align to the risk register, achievements and horizon scanning.

- c) The Short Life Working Group will review performance reporting to the Board and recommend a revised approach in order to meet the assurance requirements of the Board.

The Director of Nursing, Midwifery and Allied Health Professionals provided an update on the programme with red status, the Scottish Morbidity and Mortality Programme. The programme would transfer to the Quality Assurance Directorate to align with adverse events and the Duty of Candour.

The Board scrutinised the report and noted the performance.

### 3.3 Risk Management Update

The Board received a report from the Director of Finance and Corporate Services on the current status of risks and their management. This included all of the risks from the Corporate Risk Register and the very high risks from the Operational Risk Register.

In response to questions from the Board, the following points were made:

- a) The Audit and Risk Committee scrutinise the risk reports in detail.

- b) Consideration would be given to holding an annual exercise for the Board to undertake a detailed review of the risks on the register.

- c) Risk 874, related to the Access QI programme, would be reviewed to ensure it accurately reflects the risks. It was noted that there were two factors at play – the unattractiveness of short-terms jobs and the intense pressure to deliver the work without funding, leaving many posts without backfill.

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4. ADDITIONAL ITEMS OF GOVERNANCE

4.1 Scottish Health Council Committee

The Board noted the key points report from the meetings on 27 November 2018 and 27 February 2019, and the approved minutes from the meeting on 27 November 2018.

The Acting Director of the Scottish Health Council highlighted the following points:
   a) There was significant focus on the change implementation plan.
   b) The Committee discussed how volunteering might be further promoted and supported.
   c) Examples were shared of SHC local offices working collaboratively with colleagues in the ihub, the Evidence Directorate and the Quality Assurance Directorate.

4.2 Quality Committee

The Board noted the key points report from the meeting on 27 February 2019 and the approved minutes from the meeting on 31 October 2018.

The Board noted that the Committee had discussed the setting up of the National Hub for Child Deaths and the work of the technology groups.

4.3 Audit and Risk Committee

The Board noted the key points report from the meeting on 6 March 2019 and the approved minutes from the meeting on 15 November 2018.

The Board noted that the Committee had discussed financial planning, the current financial position and the complaints process for Independent Healthcare.

4.4 Staff Governance Committee

The Board noted the key points from the meeting on 21 February 2019 and the approved minutes from the meeting on 10 October 2018.

The Chair of the Committee advised that the Committee had discussed the approach to the drafting of the Workforce Plan.

4.5 Register of Interests

The Board received the current register of interests from the Director of Finance and Corporate Services.

The Board approved the register. Board Members and the Executive Team were reminded to provide any changes to the Corporate Governance Office within one month of them occurring.
5. **ANY OTHER BUSINESS**

The Director of Finance and Corporate Services advised that work would take place to review the format of the cover paper for Board and Committee business. This would include better articulation of equality and diversity information, and which meetings or Committees had already reviewed the paper.

There was no reserved business but the Board approved the minutes from the reserved meeting on 5 December 2018 with the following amendment: Susan Walsh to be removed from the attendance list.

6. **DATE OF NEXT MEETING**

6.1 The next meeting would be held on 26 June 2019 in Delta House, Glasgow.