MINUTES – Approved

Meeting of the Board of Healthcare Improvement Scotland
Date: 26 August 2020
Time: 11.30 – 12.05
Venue: MS Teams Videoconference

Present
Carole Wilkinson, Chair
Jackie Brock, Non-executive Director
Suzanne Dawson, Non-executive Director
Dr Zoë M Dunhill MBE, Non-executive Director
Paul Edie, Non-executive Director
John Glennie OBE, Non-executive Director
Gill Graham, Non-executive Director
Rhona Hotchkiss, Non-executive Director
Christine Lester, Non-executive Director
Robbie Pearson, Chief Executive
Kathleen Preston, Non-executive Director
Duncan Service, Non-executive Director

In Attendance
Sybil Canavan, Director of Workforce
Lynsey Cleland, Director of Community Engagement
Ann Gow, Deputy Chief Executive/Director of Nursing, Midwifery and Allied Health Professions (NMAHP)
Ruth Glassborow, Director of Improvement
Lynda Nicholson, Head of Communications
Safia Qureshi, Director of Evidence
Maggie Waterston, Director of Finance and Corporate Services
Simon Watson, Medical Director

Apologies
Sandra McDougall, Interim Director of Quality Assurance

Board 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.
## OPENING BUSINESS

### Welcome and apologies

The Chair welcomed everyone to the Board seminar which was sitting “in committee” to consider one item of business. Apologies were noted as above.

### Remobilisation Plan

The Chief Executive provided a draft Remobilisation Plan to the Board and highlighted the following key areas in a presentation:

- **a)** The plan builds on the previous Mobilisation Plans and timescales for submission continue to be challenging.
- **b)** There is continued alignment with the Operational Plan for 2020-23 but the Remobilisation Plan also sets out seven key areas of remobilisation for delivery of the work programme through to March 2021.
- **c)** These delivery areas are supported by cross-organisational delivery. Each has an Executive Director Sponsor and they are underpinned by the Quality Management System.
- **d)** In addition, the organisation will continue to deliver its statutory obligations.

The Director of Finance and Corporate Services then highlighted the following financial information:

- **e)** The Remobilisation Plan includes some assumptions about reactivation of work and a detailed financial plan is being prepared to ensure that the plan is affordable and sustainable.
- **f)** The budget will be balanced and this may require some work to be refined or deprioritised.
- **g)** The aim is to build flexibility into the budget. This may alter the delegation of budgets during the remainder of the year compared with the delegation of the original budget.
- **h)** The budget includes additional allocations that have been confirmed.
- **i)** The independent healthcare market remains unpredictable due to its remobilisation from COVID-19 and there is a risk that the income may not cover costs incurred for the remainder of the year.
- **j)** Any financial risks that these plans may incur will be fully mitigated.
- **k)** A revised budget will be provided to the Board in September.

In response to questions from the Board, the following additional information was provided:

- **l)** Consideration will be given to the workforce and capacity implications of the Remobilisation Plan. All clinical and non-clinical staff deployed to other organisations during the pandemic have returned to HIS as well as the majority of secondees, with only six remaining in their home boards.
- **m)** The move during the pandemic to digital infrastructure has impacted on inequalities. This is being examined by the member organisations of the Strategic Scrutiny Group.
- **n)** Flexibility in the budget is enabled by current processes which allow underspent money in one area of delivery within HIS to be made available to other programmes or priorities.
- **o)** Regarding the resource required to begin creating the next
operational plan, the aim is that the Remobilisation Plan will be a good platform for a sustainable approach for the services we deliver for the future and would underpin the next iteration of planning.

p) More detail will be provided to the Board in September comparing the detail of this plan with the original plan.

The Board considered the Remobilisation Plan and were content to approve it.

| Name of person presiding: Carole Wilkinson |
| Signature of person presiding: |
| Date: |