

**MINUTE OF THE FIFE NHS BOARD MEETING HELD ON WEDNESDAY 29 JULY 2020  
AT 10:30 AM VIA MS TEAMS**

**TRICIA MARWICK**

Chair

**Present:**

T Marwick (**Chairperson**)

C Potter, Chief Executive

L Bisset, Non-Executive Director

M Black, Non-Executive Director

S Braiden, Non-Executive Director

W Brown, Employee Director

H Buchanan, Director of Nursing

E Clarke, Non-Executive Director

C Cooper, Non-Executive Director

D Graham, Non-Executive Director

R Laing, Non-Executive Director

M McGurk, Director of Finance

C McKenna, Medical Director

K Miller, Whistleblowing Champion

D Milne, Director of Public Health

A Morris, Non-Executive Director

M Wells, Non-Executive Director

**In Attendance:**

N Connor, Director of Health & Social Care (H&SC)

L Douglas, Director of Workforce

A Fairgrieve, Director of Estates, Facilities & Capital Services

S Fraser, Associate Director of Planning

A Mackay, Deputy Chief Operating Officer (Acute)

K MacGregor, Head of Communications

G MacIntosh, Head of Corporate Governance & Board Secretary

P King, Corporate Services Manager (Minutes)

As per Section 5.22 of the Board's Standing Orders, prior to the meeting, the Board met in Private Session to consider certain items of business.

Due to some technical difficulties encountered by the Chair connecting to the meeting, the Vice Chair commenced the meeting as the Chair.

**1. Chairperson's Welcome and Opening Remarks**

The Chair welcomed everyone to the Board meeting, including members of the media who were listening in to the call, and set out the NHS Fife MS Teams Meeting Protocol.

It was highlighted that Sunday 5<sup>th</sup> July marked the 72<sup>nd</sup> Anniversary of the NHS and thanks were recorded to all staff of NHS Fife, including staff working in the Health &

Social Care Partnership (H&SCP) and beyond, for their continued exceptional efforts during the Covid-19 Pandemic.

It was noted that Paul Hawkins, Chief Executive, who was currently on secondment to NHS Highland, had intimated his intention to retire later this year and arrangements were now being made to permanently recruit to the role of Chief Executive in consultation with Scottish Government. A number of Boards were presently recruiting to their Chief Executive role and every opportunity will be taken to promote NHS Fife as an exemplar place to work, to achieve a successful recruitment campaign.

Congratulations were paid to Dr Paul Cameron, Head of Service and Clinical Lead for the Fife Pain Management Service, on his appointment by the International Association for the Study of Pain and the European Pain Federation as the Chair of the joint 2021 Global Year Against Back Pain task force and campaign. These are the leading organisations for professionals and patients across the globe, with chapters in 125 countries and a global reach.

## **2. Declaration of Members' Interests**

There were no declarations of interest made by members.

## **3. Apologies for Absence**

Apologies for absence were received from J Owens, Non-Executive Director.

## **4. Minute of the last Meeting held on 27 May 2020**

The minute of the last meeting was **agreed** as an accurate record.

## **5. Matters Arising**

There were no matters arising.

## **6. CHIEF EXECUTIVE'S REPORT**

### **6.1. Chief Executive Update**

Carol Potter reiterated comments made by the Chair in his introduction and recorded her personal thanks to all staff across health and care services in Fife. Along with the Employee Director and Director of Workforce, the Chief Executive has had the pleasure of meeting with staff over the past few weeks, including nursing staff who cared for some of the sickest patients in ICU and other areas, and all staff spoke about the real team effort and adaptability of staff to rise to the challenge around them at a tremendously difficult time. NHS Fife has seen its core values demonstrated in behaviour on a daily basis, with patients and their families recognising the care received. The understanding of the public will be key as moves are made to restart services and manage the ongoing Covid-related risks.

Tricia Marwick joined the meeting and took over the Chair.

Work continued with colleagues across Fife, and on a regional and national basis, with regular conversations happening with Chief Executives and other Directors. The Board Chief Executives also speak twice per week and have the opportunity to engage with senior officials from Scottish Government.

The Remobilisation Plan, which replaces the draft Annual Operational Plan that was reviewed by the Board committees earlier this year, will be submitted to the Board for formal consideration in due course. This is likely to require further refinement to reflect winter planning and the extent to which services need to be functional and adaptable to the presence of Covid-19 and seasonal flu.

Dona Milne, Director of Public Health, provided an update on the Covid-19 situation in Fife and reported that, as at 28 July 2020, there were 941 confirmed cases of Covid-19 reported within Fife residents, with 201 deaths (broken down to 109 occurring in hospital, 75 in care homes and 17 at home, as per the weekly published data by National Records of Scotland (NRS)). Figures would be updated by NRS later today. The last registered death of a patient with Covid-19 in Fife was on 6 July 2020.

With regard to 'Test and Protect', as at 18 July 2020 there had been four positive cases, with six contacts followed up. This was less than expected, but the cases had enabled NHS Fife to get teams up and running and systems in place to ensure they were as effective as possible, in preparation for larger numbers. There was potential for outbreaks in Fife and across the country and it was therefore important to continue to remind people to follow all the safety measures set out in guidance from Scottish Government to slow the spread of Covid-19. The public is aware of the symptoms to look for, although the case definition has changed over the course of the pandemic as more is learned about Covid-19, and systems are established and in place for local testing. It was important for local businesses to follow the guidance from Scottish Government and take a record of contact details of those who visit, which will allow people to be contacted quickly in the case of any outbreak. Regular communication would continue with the public to emphasise the importance of early testing of symptoms.

The Chair thanked Dona Milne and the Public Health team for the fantastic job they are doing, supported by the people of Fife, who have been following the guidance carefully. She emphasised the need for this to continue, particularly as premises opened up and some of the restrictions in place during the lockdown period were lifted.

The Board **noted** the update provided.

## **6.2 Integrated Performance & Quality Report Executive Summary**

Mrs Potter introduced the Executive Summary produced in June 2020, which was previously submitted through the three governance committees in July. Attention was drawn to p.3 of the report, which provided a summary of performance in terms of areas of improvement, notably the 4-hour A&E standard, which had shown an improvement given the reduction in the numbers of people attending A&E, and sickness absence. Executive leads and Committee Chairs highlighted areas of significance within the IPQR, in particular:

## **Clinical Governance**

A number of complaints had not been completed in the timescale due to the clinical complexities of the complaints and clinical staff being unable to consider these due to their role in managing the pandemic. A review was underway to ensure these were completed as soon as possible. Most Stage 1 complaints during the pandemic had been closed quickly with patients and families at the time. Improvements were noted in the rate of Hospital Acquired Infection (HAI) Staphylococcus Aureus Bacteraemia (SAB) and infection rates generally had been discussed at the Clinical Government Committee meeting. The management of cancer pathways remained a priority and, although there was a dip in 62 day performance in April, the position had improved to 90% for May.

## **Finance, Performance & Resources**

NHS Fife Acute Services Division – Improvements had been noted in the 4-hour Emergency Access standard over the course of the pandemic. Changes had taken place to the operational model in A&E to provide red and green areas and to allow for physical distancing, which helped maintain that performance as well as making the department as safe as possible for patients attending. The Remobilisation Plan will accommodate for the increased waits and backlog in demand for the Patient Treatment Times Guarantee (TTG) and ensure a process to reduce the number of waits and treat patients as soon as possible.

Health & Social Care Partnership – Performance around delayed discharge had improved, with the Partnership participating nationally to support a reflection on lessons learned. Work would continue with Acute Services to support improvements in this area. Whilst there had been dips in performance in other areas due to changes in how services required to be delivered during the pandemic, access to all services had been sustained through using technology, with a particular success in the use of “Near Me” technology. Close working is taking place across Fife to develop the Remobilisation Plan to support improved performance across the Partnership. The Executive Team recognised the importance of ensuring Mental Health services in Fife are the best they can be. Regular updates would continue to be provided through the Committee structure, particularly in relation to performance in Child and Adolescent Mental Health Services and Psychological Therapies, in order for Board Members to examine progress being made not only towards targets but how these services are opened up for those that will need them in the future. Nicky Connor would ensure that a full narrative on the figures is provided to the next meeting.

**Action: N Connor**

Financial Position – the significant financial challenge and complexity associated with Covid-19 was outlined in detail by the Director of Finance. A review of the figures was being carried out, to inform a revised financial plan that would be submitted to Scottish Government mid-August for consideration. It was anticipated that a report on the projected position would be available for the next Board meeting.

## **Staff Governance**

An update was provided in relation to the sickness absence rate, which was on a downward trajectory. NHS Fife was cognisant of the impact of Covid-19 on staff and plans were being made to re-start services that supported staff to remain at work and

be able to return to work if they had been absent. The Staff Governance Committee had noted some of the very positive achievements by staff during the pandemic and the new forms of support that were put in place and welcomed by staff.

The Board **noted** the information contained within the Integrated Performance & Quality Report Executive Summary.

## **7. CHAIRPERSON'S REPORT**

The Chair would keep Board Members informed about the recruitment of a new Chief Executive, following the announcement of Paul Hawkins' intention to retire.

It was reported that the Chair and Vice Chair have continued to meet with the Executive Directors each week, to get assurance on work being undertaken during the Covid-19 pandemic, and Board members have received a full minute of these discussions. However, as Committee meetings have been reinstated and the usual schedule of meetings resumes, the regularity of these meetings will be stepped back at present, assuming Covid-related activity remains low. Regular meetings involving the Committee Chairs will continue, to ensure Committees remain focused about Covid-19 and remobilisation of services. Regular meetings are also taking place of NHS Board Chairs throughout Scotland, with fortnightly meetings with the Minister for Health & Sport, which Fife participate in.

## **8. COVID-19 PANDEMIC UPDATE**

Mrs Potter introduced the paper, which provided the Board with a Covid-19 related update for health and care services, informing Members of key areas relating to the Covid-19 situation, namely around the Mobilisation Plan/Remobilisation Plan, Test and Protect and Care Homes.

Chris McKenna, Medical Director, outlined work undertaken to date to remobilise services, which had been on-going for a number of weeks through the Remobilisation Oversight Group. It was vitally important for services to be re-started in a safe and effective way, recognising services could not be the same as before due to the ongoing presence of Covid-19. The priority for NHS Fife was always about delivery of red/green in-patient zones and prioritisation around cancer services, but the need to re-start routine elective work was also essential. The remobilisation of services is being done on a phased basis, taking a whole system approach, and the draft Remobilisation Plan, due to be submitted to Scottish Government at the end of July, sets out how health care systems in Fife will remobilise through winter, keeping services safe and resilient whilst caring for patients as best and safely as possible.

It was highlighted that the workforce had been outstanding during the pandemic. Helen Buchanan noted the importance of ensuring that staff remained at the forefront as services were re-started and that the skills learned by staff during the pandemic were retained to keep the necessary competencies moving into the winter period. Dona Milne echoed the comments made about the workforce, noting in particular the impressive way staff had joined the public health team and picked up specific public health skills quickly in relation to contact tracing, managing outbreaks, risk management, etc. Having increased capacity in the team will enable work to continue

on health inequalities, Test and Protect, preparing for seasonal flu and such like, and these prevention measures were key going into winter. Dona Milne thanked the Board and colleagues in the Executive Team for putting in this additional resource.

The report detailed the two elements in respect of Care Home support provided by NHS Fife around the Care Home Support Team and Infection Control Support. The assessment visits in particular had been very helpful in terms of partnership working and identifying any support required, and this quality improvement work would continue until November 2020.

The Board **noted** the Covid-19 update and the actions taken so far to support the restart of clinical service, the Test and Protect programme and additional support to Care Homes during the Covid-19 pandemic.

## **9. INTERNAL AUDIT OPERATIONAL PLAN 2020-21 AND UPDATED FIVE YEAR STRATEGIC PLAN**

Margo McGurk presented the Internal Audit Operational Plan 2020-21, which set out the key areas of focus for Internal Audit in 2020-21, noting this would be subject to further revisions throughout the year to reflect the impact of Covid-19. The Plan had been recommended for approval by the Audit & Risk Committee.

The Board **considered and approved** the Internal Audit Plan.

## **10. RISK**

### **10.1 Update on Risk Management Framework**

Helen Buchanan spoke to the paper, which provided an update on the review of the Risk Management Framework, noting that this workstream had been delayed due to Covid-19. Work had recommenced and the final draft update will be submitted to the Audit & Risk Committee on 17 September 2020 and thereafter to the Board for approval on 30 September 2020.

The Board **noted** the paper for awareness and **noted** that the Framework will be submitted for formal approval to the Board in September.

### **10.2 Board Assurance Framework (BAF)**

Helen Buchanan referred to the update report on the Board Assurance Framework, which outlined the work undertaken since the last report to the Board in November 2019 and the changes to linked risks within the BAF. The BAF now has seven components and each of the BAF risks is aligned to an appropriate standing committee, which scrutinises the risk at its respective meeting. A risk mapping exercise was being undertaken with the input of the internal auditors and colleagues at other Boards, which will enhance the content of the BAF and provide further assurance to the Board.

The Board **approved** the Board Assurance Framework.

## 11. JOINT HEALTH PROTECTION PLAN

Dona Milne presented the NHS Fife and Fife Council Joint Health Protection Plan covering the period 1 April 2020 to 31 March 2022. The Plan had been updated to include some Covid-19 activity and would be kept under review and further updated as the full potential of Covid-19 emerged. The Plan provided an overview of health protection priorities, provision and preparedness for NHS Fife and Fife Council and the format meets the details of Annex D of the Scottish Government Guidance.

The Clinical Governance Committee had discussed the Plan in detail at its July meeting and recommended approval by the Board. The Chair was content that oversight of the Plan sits with the Clinical Governance Committee, but agreed to consider the role of the Audit & Risk Committee, if there were any issues or concerns from a risk or assurance perspective.

The Board **approved** the Joint Health Protection Plan for submission to Scottish Government.

## 12. WORKFORCE STRATEGY UPDATE

Linda Douglas spoke to the paper, which provided an overview of the workforce arrangements within NHS Fife following the outbreak of the Covid-19 pandemic and resultant public health emergency. It was acknowledged that there have been significant changes since the Workforce Strategy and associated action plans were prepared, and these will need to be appropriately refined to take account of any changes due to Covid-19.

The Board:

- **noted** the content of the paper for assurance and information; and
- **reviewed** the appropriateness of the arrangements put in place for continued workforce planning during the pandemic period.

The Chair thanked Helen Buchanan, Dona Milne and Linda Douglas for bringing these papers to the Board, which had been delayed due to the pandemic, and recognised that further revisions might be required to such strategic documents to take account of the impact of Covid-19.

## 13 STATUTORY AND OTHER COMMITTEE MINUTES

The Board **noted** the below Minutes and any issues to be raised to the Board.

- 13.1 Audit & Risk Committee dated 13 July 2020 (unconfirmed)
- 13.2 Clinical Governance Committee dated 8 July 2020 (unconfirmed)
- 13.3 Finance, Performance & Resources Committee dated 7 July 2020 (unconfirmed)
- 13.4 Staff Governance Committee dated 3 July 2020 (unconfirmed)
- 13.5 Communities & Wellbeing Partnership dated 22 April 2020 (unconfirmed)
- 13.6 East Region Programme Board (ERP) dated 31 January 2020 & ERP/Regional Cancer Advisory Group dated 12 June 2020 (unconfirmed)
- 13.7 Fife Health & Social Care Integration Joint Board dated 29 May 2020

**Approved Minutes**

13.8 Audit & Risk Committee dated 13 March 2020 and 18 June 2020

13.9 Clinical Governance Committee dated 4 March 2020 and 15 June 2020

13.10 Finance, Performance & Resources Committee dated 10 March 2020 and 17 June 2020

13.11 Staff Governance Committee dated 6 March 2020 and 18 June 2020

**14. FOR INFORMATION**

The Board **noted** the items below:

**14.1 Integrated Performance & Quality Report – March, April, May and June 2020**

**15. ANY OTHER BUSINESS**

None.

**16. DATE OF NEXT MEETING:** Wednesday 30 September 2020 at 10:00 am, location to be confirmed.