

<b>NHS Chief Executives Business Meeting</b>	<b>Paper no: NHSCE/19/20/12</b> <b>Meeting date: 12 June 2019</b> <b>Time: 13:00</b>
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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
3. Matters Arising
4. Feedback from the Chief Executives Private Meeting
5. NHS Scotland Climate Emergency Response
6. Scottish Leaders Forum
7. Scottish Patient Safety Programme including Hospital Standardised Mortality Ratios
8. Annual Reviews
9. Any Other Business
10. Date and Time of Next Meeting

**MINUTES**

**Welcome, Apologies for Absence and Attendees**

1. Malcolm Wright, Director General Health and Social Care/Chief Executive NHS Scotland welcomed everyone to the meeting. A list of attendees and apologies for absence are provided at Annex A.
2. Jason Leitch, National Clinical Director, was congratulated on becoming a Commander of the Order of the British Empire (CBE) in the Queen's Birthday Honours List 2019.

**Minutes of the Previous Meeting – NHSCE/19/20/07**

3. The minutes of the meeting held on 8 May 2019 were approved.

## **Matters Arising**

4. Chief Executives were encouraged to consider nominations for Honours, at all levels, in their organisations. Chief Executives should see nominations from their Board, prior to them being forwarded to SG Protocol and Honours Team to ensure the range of outstanding work across the health and care system is reflected.

5. Nomination guidance and forms can be found at [www.gov.uk/honours](http://www.gov.uk/honours) and further advice and guidance on all aspects of the process is available from [protocolandhonours@gov.scot](mailto:protocolandhonours@gov.scot).

***Action: Chief Executives to consider and submit Honours nominations on an on-going basis.***

6. Pauline Howie, Chair of the NHS Chief Executives Group thanked colleagues for the work that has been progressed since the last meeting to collate information on pensions and tax. It was recognised that this is a complex issue and further discussions are required.

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

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

- National Cancer Framework;
- Scottish Access Collaborative;
- National Planning Update;
- Safe Staffing Update;
- Brexit;
- Mental Health; and
- Capital Investment.

8. Malcolm Wright advised that the Cabinet Secretary is keen to come back to a future meeting to discuss Mental Health Trajectories.

9. In relation to Brexit, Shirley Rogers, Chief People Officer NHS Scotland, and Director of Workforce, Leadership, Reform and EU Exit Preparations advised that the SG continue with their preparations. Jeff Ace confirmed that he will continue to act as a liaison for the Chief Executives Group.

10. It was agreed that Brexit would become a standing item at future meetings, until further notice.

***Action: SG Secretariat – schedule Brexit as a standing item at future meetings until further notice***

11. Christine McLaughlin, Chief Finance Officer NHS Scotland and Director of Health Finance, Corporate Governance and Value advised that work is under way on the Capital and Investment Strategy. The strategy would set out the valuable contribution that health and social care would make towards the outcomes of the National Performance Framework and economic growth.

12. Further discussions on this would take place with Chief Executives over the coming months.

**Action: Christine McLaughlin to arrange further discussion on Capital Infrastructure Investment with Chief Executives**

### **NHS Scotland Climate Emergency Response - NHSCE/19/20/08**

13. Christine McLaughlin introduced the item and outlined that the discussion would be about our role in climate change and the response to the Climate Emergency declared by the First Minister. She welcomed Alan Morrison from Health Finance and Kathryn Dapr , Head of Energy and Sustainability, NHS National Services Scotland to lead the discussion.

14. The Scottish Government recently declared a Climate Emergency. Independent of that announcement the UK Committee for Climate Change issued a report with recommendations for greenhouse gas emissions reduction across the UK. It recommended that Scotland reduce to 'net-zero' emissions by 2045. The NHS is working collaboratively on an NHS Scotland Sustainability Strategy covering 16 areas and supported by an Assessment Tool. This will be published in March 2020. The six initial high-level commitments that will form the basis of the Sustainability Strategy were shared with Chief Executives. These are:

1. NHSScotland will be a 'net-zero' greenhouse gas emissions organisation by 2045 *at the latest*.
2. All NHSScotland new buildings and major refurbishments will be designed to have net-zero greenhouse emissions from April 2020.
3. Each NHS Board should undertake a Climate Change Risk Assessment covering all operational areas and produce a Climate Change Adaptation Plan to ensure resilience of service under changing climate conditions.
4. NHSScotland transport GHG emissions from its owned fleet (small/medium vehicles) will be net-zero by 2032.
5. The NHS supply chain will be reviewed to determine the extent of associated greenhouse gas emissions and environmental impacts.
6. Each NHSScotland Board should establish a Climate Change/ Sustainability Governance group to oversee their transition to a net-zero emissions service.

15. Chief Executives asked about discussions with Local Authorities on this. Malcolm Wright agreed to raise this with Sally Loudon from COSLA at their next meeting.

**Action: Malcolm Wright to raise Climate Change with Sally Loudon when they meet**

16. Chief Executives endorsed the 6 initial high-level commitments.

## Scottish Leaders Forum

17. Dave Caesar, Deputy Director and Head of Leadership and Talent Management provided an update to Chief Executives following the Scottish Leaders Forum on Monday 3 June 2019. Infographics used in the update would be circulated following the meeting.

### ***Action: SG Secretariat to circulate SLF infographics to Chief Executives***

18. Chief Executives welcomed the update. There was agreement that the day went well, although a very full agenda. There were some helpful presentations which showed current alignment and also where the focus needs to move to in relation to the national outcomes. It was recognised that SOLACE and other sectors should be involved in future discussions.

19. Colleagues agreed that they should work collectively across systems and consider how they link with the wider public sector. Chief Executives were keen to undertake further work on this and report back at a future meeting. Malcolm Wright agreed to speak with Paul Johnston, Director General, Education, Communities and Justice about what the immediate ask is of Chief Executives.

### ***Action: Malcolm Wright to speak with Paul Johnston to ascertain the immediate ask of Chief Executives following the SLF meeting on 3 June 2019***

## Scottish Patient Safety Programme including Hospital Standardised Mortality Ratios – NHSCE/19/20/09

20. Jason Leitch, National Clinical Director thanked everyone for their engagement around the 2019 NHS Event. He introduced the Scottish Patient Safety Programme (SPSP), including Hospital Standardised Mortality Ratios (HSMR) item thanking Chief Executives for the work undertaken since the Programme was launched in 2007.

21. Jo Matthews, Head of Improvement and Safety in Healthcare Improvement Scotland and John Harden, National Clinical Lead for Quality and Safety then led a discussion with Chief Executives.

22. Since August 2016, the HSMR has been used to monitor progress towards the Scottish Patient Safety Programme aim of reducing mortality by a further 10% by end December 2018. Across NHS Scotland a reduction of 14% has been achieved. The work of teams and adoption of improvement methodologies across the service has helped drive down standardised mortality across the system as a whole.

23. The end of the current phase of the SPSP provided the opportunity to review the model methodology for a second time, and subsequently update and refine it. The main changes proposed to be made to the HSMR methodology from August 2019 are:

- Move to a dynamic three-year base period, advanced by three months with each reporting period, this will ensure that the Scottish HSMR is

always representative of current outcomes and reflective of changing case-mix and provision of services.

- Move to a twelve month reporting period - rather than three months - when drawing comparisons against the national average, smoothing out seasonal variation and reducing variation for smaller hospitals.
- Use less aggregated specialty groupings to improve performance of the model and allow more in-depth analysis.

24. Chief Executives were asked to:

- **Celebrate** – share the latest HSMR information with their teams and celebrate the success;
- **Coverage** –check the coverage of the Scottish Patient Safety Programme in their Boards; and
- **Connect** –connect with the next stage of the Programme.

***Action: Chief Executives to ensure sharing of HSMR information locally, check local involvement in the SPSP and engage in the next stage of the Programme***

#### **Annual Reviews – NHSCE/19/20/10**

25. John Connaghan, Chief Performance Officer, NHS Scotland, and Director of Delivery and Resilience led the discussion with Chief Executives on the paper that had been circulated in relation to Annual Reviews. The paper shared the background to annual reviews, reflections from the most recent round, why change can be a challenge and integration. He advised that stocktakes would take place in the autumn. These would not only review the mid-year point, but would include a forward look to the year ahead.

26. Chief Executives were in agreement that Annual Reviews should have a whole system component including primary care, mental health, third sector and integration. They were mindful of other stakeholder groups opinions.

27. Malcolm Wright thanked John Connaghan for the update and invited a further discussion on the Annual Review process after the stocktakes have been completed.

***Action: SG Secretariat to schedule Annual Reviews at a future meeting in liaison with John Connaghan***

28. John Connaghan also provided Chief Executives with an update on Annual Operating Plans (AOPs). Malcolm Wright will be writing to individual Boards shortly setting out terms following receipt of the plans.

#### **Any Other Business**

29. Malcolm Wright asked that “Day of Care” be discussed at a future meeting.

***Action: SG Secretariat to schedule “Day of Care” at a future meeting***

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

30. The next NHS Chief Executives Business Meeting will take place on **11 September 2019 at 13:00**, in the Fettes Suite, Scottish Health Service Centre, Edinburgh EH4 2LF.

**Office of the Chief Executive for NHSScotland**

14 June 2019

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

John Burns	NHS Ayrshire and Arran
Ralph Roberts	NHS Borders
Jeff Ace	NHS Dumfries and Galloway
Amanda Croft	NHS Grampian
Jane Grant	NHS Greater Glasgow and Clyde
Iain Stewart	NHS Highland
Calum Campbell	NHS Lanarkshire
Gerry O'Brien	NHS Orkney
Simon Bokor-Ingram	NHS Shetland
Gordon Jamieson	NHS Western Isles (by VC)

Jann Gardner	Golden Jubilee Foundation
Robbie Pearson	Healthcare Improvement Scotland
Angiolina Foster	NHS 24
Caroline Lamb	NHS Education for Scotland
Gerry McLaughlin	NHS Health Scotland
Colin Sinclair	NHS National Services Scotland
Pauline Howie	Scottish Ambulance Service (Chair of CEs Group)

**Scottish Government**

Malcolm Wright	DG Health and Social Care and Chief Executive NHS Scotland
Shirley Rogers	Chief People Officer NHS Scotland, and Director of Workforce, Leadership, Reform and EU Exit Preparations
Jason Leitch	National Clinical Director Scotland
Christine McLaughlin	Chief Finance Officer NHS Scotland and Director of Health Finance, Corporate Governance and Value
John Connaghan	Chief Performance Officer NHS Scotland and Director of Delivery and Resilience
Donna Bell	Director of Mental Health
Fiona McQueen	Chief Nursing Officer Scotland
Gregor Smith	Deputy Chief Medical Officer
Richard Foggo	Head of Primary Care Division
Alison Taylor	Head of Integration Division
Rose Marie Parr	Chief Pharmaceutical Officer

**In Attendance**

Tracy Gillies	Co-Chair of Medical Directors
Alex McMahon	Chair of SEND
Alan Morrison	Health Finance and Infrastructure (Item 5)
Kathryn Dapré	Head of Energy and Sustainability, NHS National Services Scotland (Item 5)
Dave Caesar	Deputy Director and Head of Leadership and Talent Management (Item 6)
John Harden	National Clinical Lead for Quality and Safety (Item 7)
Jo Matthews	Head of Improvement and Safety, Health Improvement Scotland (Item 7)

**Observers**

Stephen Fenning	Scottish Clinical Leadership Fellow
Katherina Tober	Scottish Clinical Leadership Fellow
Euan Harris	Scottish Clinical Leadership Fellow
Chris Sheridan	Scottish Clinical Leadership Fellow
Linda Pollock	Deputy Director, Planning and Quality Division
David Williams	Director of Delivery, Health & Social Care Integration

**Secretariats**

Laurie Whyte	Office of the Chief Executive NHSScotland
Sarah Hildersley	Office of the Chief Executive NHSScotland
David Bedwell	NHS Scotland Executive Support
Chris Campbell	NHS Scotland Executive Support

**Apologies**

Catherine Calderwood	Chief Medical Officer Scotland
Tim Davison	NHS Lothian
Michael Chalmers	Director of Children and Families