

**Borders NHS Board**

Minutes of a meeting of the **Borders NHS Board Strategy & Performance Committee** held on Thursday 7 May 2009 at 3.00pm in the Board Room, Newstead.

Present:

|               |                      |
|---------------|----------------------|
| Mrs M Wilson  |                      |
| Mrs C Duthie  |                      |
| Mrs J Edey    |                      |
| Mrs J Croall  | Mr J Glennie         |
| Mr A Lucas    | Mr R Kemp            |
| Mrs A Ferahi  | Mrs L Smith          |
| Cllr S Scott  | Dr R Cameron         |
| Mrs E Cameron | Mr R Roberts         |
| Mr V Summers  | Mr R Pearson         |
| Mrs D Steele  | Mrs L Hamilton-Welsh |

In Attendance:

|               |                |
|---------------|----------------|
| Miss I Bishop | Mrs K McNicoll |
| Mrs I Swan    | Mr J Hammond   |
| Cllr D Raw    |                |

### 1. **Apologies and Announcements**

Apologies had been received from Andrew Lowe, Dr Hamish McRitchie, Dr Cliff Sharp, Dr Sheena MacDonald, Dr Nigel Leary, Alasdair Pattinson and John Holmes-Wilson.

The Chair welcomed Jackie Stephen, Head of IM&T who was attending the meeting for the PMS item on the agenda.

### 2. **Minutes of Previous Meeting**

The minutes of the previous meeting of the Strategy & Performance Committee held on Thursday 2 April 2009 were approved.

### 3. **Matters Arising**

Dental Review & Strategy: Ralph Roberts advised the Board that both the Coldstream and Hawick dental facilities had opened on 20 and 27 April respectively.

eHealth – Progress on Major Schemes: Alison Ferahi enquired if the NHS had now met with SBC re IM&T joint services. Jackie Stephen reported that a meeting had been arranged for the following week.

The **STRATEGY & PERFORMANCE COMMITTEE** noted the Action Tracker.

#### 4. **Primary Care Facilitation Modernisation Programme**

Robert Kemp informed the Committee of the strengthening of management arrangements for the Primary Care Facilities Modernisation Programme reporting that George Flyde had been appointed to undertake a gap analysis by the end of May with further support being provided subject to agreed action plans and with break points at quarterly intervals until the projects were back on trajectory.

Cllr Sandy Scott enquired if NHS Borders was duty bound to offer any such consultancy work outwith the organisation or if the work could be done in-house. Robert Kemp reported that the Executive Team had agreed that external leadership and oversight to these long-standing projects would be beneficial. Adding that Mr Flyde had considerable experience across NHS Scotland and NHS Borders in delivering complex projects. At this stage it was not envisaged that costs would be above the £25,000 delegated level to the Executive Team but this would be reviewed on a quarterly basis.

Isabel Swan enquired if the resource was within the capital programme and if it would have any impact on clinical services. Robert Kemp advised that there was a budget set aside for project support within the capital programme.

Alison Ferahi enquired if there was anyone within the organisation who could have taken this work on and Mr Kemp advised that in the Directors judgement there was not anyone with the appropriate capacity and level of skill required to both support and drive the project forward.

The **STRATEGY & PERFORMANCE COMMITTEE** noted the report.

#### 5. **Riverside Nursing Home**

Ralph Roberts advised the Board of a piece of work that had been undertaken around the use of Riverside Nursing home in Selkirk. He advised that NHS Borders purchased 2 beds at the home for patients from Selkirk but actually used them as a less than 50% occupancy rate. He advised that a favoured option to focus on intermediate care was being worked up in discussion with social work colleagues.

Julia Edey commented that the GP Practice had been fairly vociferous about their usage of Riverside Nursing Home.

John Glennie advised the Committee that there was potential for considerable interest around any changes in the use of Riverside Nursing Home.

Ralph Roberts reported that Jackie Morton was leading on this piece of work and that it would be submitted through the P&CS Interface Group with Scottish Borders Council and would be if appropriate be approved as a firm proposal. Mr Roberts advised that he envisaged bringing an update on this matter to the Board in August.

John Glennie advised that he would be considering with Board Executive Team colleagues and Karen McNicoll how to brief the Non Executives and Councillors connected to that area at the appropriate time.

Cllr David Raw advised that the Councillors for the Selkirk area were Cllr Kenneth Gunn, Cllr Caroline Riddell-Carr and Cllr Vicky Davidson and that he was happy to act as a liaison for the NHS with SBC in that respect.

The **STRATEGY & PERFORMANCE COMMITTEE** noted the update.

6. **PMS (Patient Management System)**

Robbie Pearson introduced the item highlighting the complex procurement process and competitive dialogue process being undertaken.

Jackie Stephen reported that there had been a consortium management group held the previous week and advised that it was important that the Committee be appraised of issues in procurement and progress being made. She advised that due diligence had been carried out with the suppliers and misconceptions around pricing had been highlighted. She noted that detailed negotiations with each of the suppliers would be taking place the following week.

Mrs Stephen reported that all the eHealth leads had varying concerns for each supplier, product and bid and that a strategic level scoring would be undertaken around each bid. It was noted that the timescale had already slipped as one supplier had asked for an additional three weeks to undertake their pricing. Mrs Stephen advised that it was therefore unlikely that a contract would be let in August. Mrs Stephen advised that she envisaged bringing a business case to the Board in September.

Mrs Stephen further advised that locally work was being undertaken on producing the business case, mapping processes and implementation planning and that all Boards had restated their commitment to purchasing and implementing one product across all boards in the consortium.

Mr Kemp highlighted the significant and increasing financial consequences arising from these proposals and reminded the Board that these were not all covered in the current financial plan.

Adrian Lucas enquired if the system would connect to other agencies systems and Jackie Stephen advised that it would. John Glennie advised that Andrew Lowe through the Data Sharing Group was picking up on child protection issues.

Julia Edey enquired what would happen if at the end of the appraisal process none of the products were considered as fit for purpose. Jackie Stephen commented that it was possible that that might happen and it was being looked at as part of the strategic assurances process.

John Glennie enquired about the current status with the existing supplier and Mrs Stephen commented that the contract with iSoft would run until 2010 and that there was a possibility of extending it for a further period, however she cautioned that it would not assist the organisation in the monitoring of the 18 week referral to treatment target that was required for the future.

The Chair enquired of any contingency plans if the consortium did not proceed with any of the suppliers and Mrs Stephen advised that she and consortium colleagues were exploring how to ask those questions without jeopardising the procurement process.

The **STRATEGY & PERFORMANCE COMMITTEE** noted progress to date.

7. **Strategic Change Programme: Tribal Group costs for IHS modelling**

Robbie Pearson gave feedback on the appointment of Tribal reporting that there had been good robustness to the process and that their expertise, analyses and technical insight was crucial in taking the project forward. He further advised that Tribal had been asked to undertake further work outwith the original tender requirements and there was an additional cost associated with that.

Cllr Sandy Scott enquired if the organisation could sanction such further spending in the current financial climate and Robert Kemp advised that although savings targets would be of the order of £12m over the next 3 years this project was seen as an essential tool to enable the organisation to free up those essential savings. Without such investment it was very unlikely that the savings could be released.

John Glennie noted that it was an important point to be made in respect of spending on consultants and confirmed that the Board Executive Team were aware of the need not to spend money on consultants unless absolutely necessary.

The Chair commented that Tribal had been appointed through a tendering process and enquired if the organisation would be criticised for expanding their remit in this project by the other tenders who was unsuccessful. Mr Pearson advised that it was the nature of the business that Tribal brought to the project in terms of modelling, scenarios and expertise and that it was not in the same league as the other tenders who had been more facilitative as opposed to technical. He did not envisage any such problem given the criteria for assessment of tenders.

The **STRATEGY & PERFORMANCE COMMITTEE** noted the increased scope of works and additional costs which would be incurred as a result of this and approved the contract extension.

#### 8. Single Outcome Agreement

Robbie Pearson advised the Committee of the request from Scottish Borders Council that had been received the previous Friday requesting that the Single Outcome Agreement (SOA) be populated by 1.00pm that day. He advised that the timescale had been challenging as there were a considerable range of performance indicators to be considered. He advised that there were concerns around the timescales and that these had been expressed at the CH&CP Planning & Delivery Group meeting held that morning.

Julia Edey advised that progress had been made at the 20 April 2009 meeting of the Borders Strategic Board with all agencies signed up to nominating high level priorities from within the current 42 priorities identified. She commented that the timetable was inappropriate for all agencies including Scottish Borders Council.

Catherine Duthie commented that she felt there had been an unacceptable amount of pressure placed on colleagues to produce information in an extremely short space of time.

Cllr David Raw commented that he was concerned to hear about the timescale and expressed regret about it. Cllr Raw advised that he would discuss with colleagues at Scottish Borders Council.

Cllr Sandy Scott commented that the first SOA that had been done the previous year had also been rushed towards the end and that technically the agencies involved had had a whole year in which to prepare this version. He took on board the comments made by Cllr Raw and other members of the Committee.

Julia Edey commented that with regard to the point on Demography of Older Population it did not quite capture the essence of the point made about supported accommodation.

Ralph Roberts commented that he found the session on 20 April 2009 very helpful and he suggested that the SOA appeared to be evolving into the Scottish Borders Council community planning document for the future.

John Glennie advised the Committee that the word “drugs” had now been dropped from the “drug and alcohol priority” as alcohol was a bigger issue. Vince Summers commented that work was still on-going regarding drugs but the SOA was focusing on alcohol.

The **STRATEGY & PERFORMANCE COMMITTEE** noted the progress in this report.

The **STRATEGY & PERFORMANCE COMMITTEE** noted and discussed the priorities emerging from the 20 April 2009 discussion.

The **STRATEGY & PERFORMANCE COMMITTEE** agreed the priorities to be submitted by NHS Borders to the Borders Strategic Board.

9. **Commercial Banking Contract**

Robert Kemp advised the Committee of the change in status of the NHS Borders commercial banking contract.

The **STRATEGY & PERFORMANCE COMMITTEE** noted the current status of the Board banking contract.

The **STRATEGY & PERFORMANCE COMMITTEE** noted the planned migration to the national contract during the summer of 2009.

10. **Appointment of Consultants**

The Chair advised the Committee that the Chief Executive would be retiring in the autumn and a process around recruitment to the post had now been commenced.

Louise Hamilton-Welsh advised the Committee of the detail of the process to date advising that interviews would take place on 3 July. She confirmed that Munro Consulting Ltd had been appointed to handle the appointment of a new Chief Executive. She further advised that the Director of Nursing and Midwifery appointment would be advertised one month after the Chief Executive post had been advertised.

Mrs Hamilton-Welsh confirmed that the Chief Executive job advertisement would be placed in the Sunday Times and Scotsman newspapers and that a microsite was being set up for enquiries.

The **STRATEGY & PERFORMANCE COMMITTEE** noted the above appointment.

11. **Any Other Business**

There was none.

12. **Date and Time of Next Meeting**

The Chair confirmed that the next meeting of the Strategy & Performance Committee would be held on Thursday 4 June 2009 at 3.00pm in the Board Room, Newstead.

*The meeting concluded at 4.10pm.*