

## NHS Education for Scotland

### MINUTES OF NINETY-FIFTH BOARD MEETING HELD ON THURSDAY 25TH OCTOBER 2012 AT BMA SCOTLAND, EDINBURGH

**Present:** Dr L. Burley (Chair)  
Ms S. Douglas-Scott  
Mr M. Duncanson  
Dr C. Ferguson, Director of NMAHP  
Ms L. Ford, Employee Director  
Ms T. Houston (agenda items 4 – 11 only)  
Ms C. Lamb, Director of Finance and Corporate Resources  
Professor F. Mackenzie (agenda items 1 – 8c only)  
Dr R. M. Parr, Director of Pharmacy  
Professor R. Parks, Deputy Director of Medicine  
Dr E. Robertson (agenda items 4-11 only)  
Ms C. Wilkinson  
Mr M. Wright, Chief Executive

**In attendance:** Mr D. Cameron, Head of Planning & Performance (primarily for agenda items 7b, 8a and 8e)  
Mr D. Ferguson, Board Services Manager (Board Secretary)  
Dr D. Felix, Postgraduate Dental Dean  
Mrs C. Patch, Head of Corporate Communications  
Ms S. Lam, Director of AHPs  
Dr J. Pooley, Programme Director, Optometry (primarily for agenda item 8b)  
Mr E. Kelly, Programme Director, Healthcare Chaplaincy & Spiritual Care (agenda item 8c only)  
Dr H. Raftopoulos, Joint NES/SFC Appointee (primarily for agenda item 8d)  
Dr A. McLellan, Dean of Postgraduate Medicine, West Region  
Mrs L. A. Smith, Programme Director, Quality Improvement

**Observer:** Ms S. Rogers, SGHSCD

#### 1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Professor A. Belcher, Professor V. Maehle, Professor B. Durward, Dr S. Irvine and Ms J. Thomson.

It was noted that Ms T. Houston and Dr E. Robertson would arrive a little bit late due to problems experienced with their train journeys.

#### 2. DECLARATIONS OF INTEREST

There were no declarations of interest from members in relation to the items on the agenda.

### 3. CHAIR'S INTRODUCTION

The Chair welcomed everyone to the meeting, extending particular welcomes to Professor Rowan Parks, who had recently been appointed as Deputy Medical Director and was deputising for Dr Stewart Irvine; Dr Alastair McLellan, Postgraduate Medical Dean, West Region, and Mrs Lesley Anne Smith, Programme Director, Quality Improvement, who were attending to observe, as part of their induction programmes.

It was noted that the following officers would join the meeting for their respective items:

- Dr Janet Pooley : agenda item 8b
- Mr Ewan Kelly : agenda item 8c
- Dr Helen Raftopoulos : agenda item 8d

Members were reminded that a Board development session would take place immediately after the next Board meeting on 6th December 2012. Some preparation would be required for the Board self-assessment part of the development session.

It was confirmed that the Board meeting and development session on 6th December 2012 would take place at Westport 102 and that there would be an opportunity for members to tour the new offices on that day. **Action : DJF**

### 4. CHIEF EXECUTIVE'S REPORT (NES/12/84)

The Chief Executive advised that, in response to members' concerns regarding the occasional late issue of Board and (especially) committee papers, a log would be kept of any late papers issued for Board or committee meetings in future.

The Chief Executive also advised of a serious issue arising in relation to paediatric training in the South East Deanery. One trainee has resigned, with a further six trainees due to go on maternity leave in early 2013. There will be an impact on service delivery from February 2013 onwards and there will also be an impact on other professional roles. Discussions are ongoing with the Scottish Government, the NHS Boards concerned and the GMC, with a view to managing the position. Shirley Rogers (SGHSCD) advised that this issue, and service redesign generally, was a high priority for the Cabinet Secretary and would be discussed during the development session at the next NHS Board Chief Executives' meeting. It will be important to co-ordinate any press statements issued in relation to this matter.

The Chief Executive introduced his report, which provided information and updates on a wide range of NES activity. Particular attention was drawn to the following items in the report:

- NES has succeeded in retaining its Healthy Working Lives Gold Award.
- The National Person-Centred Health and Care Programme will be launched on 20th - 21st November 2012. The SGHSCD has endorsed NES's associated education and training plan.
- Health Education England (HEE) assumed some of its statutory functions from October 2012. The NES Board Chair is scheduled to meet with the HEE Board Chair soon.
- The UK Shape of Training Review will be discussed at the next NHS Board Chief Executives' meeting.
- Revalidation of doctors is likely to begin in December 2012.

- The over-production of UK Medical School graduates will result in pressure to create more Foundation training places.
- NES has provided SGHSCD with financial modelling in relation to the implications of implementing four-year GP training in Scotland.
- There will be cost implications for NES and the service in relation to the GMC implementation of new arrangements for recognition of trainers.
- NES has funded five pilot projects to support more effective use of Recognition of Prior Learning (RPL) in NHSScotland.
- Lesley Anne Smith has been appointed as Quality Improvement Programme Director.
- A meeting has taken place with the Permanent Secretary to discuss public services workforce development, including the National Colloquium on 26th November 2012 and the Chief Executive's lead role in the Public Service Collaborative programme.
- David Felix is addressing the issue of 476 applications having been received for the 170 dental vocational training places scheduled to begin in August 2013.
- The Early Years Collaborative was launched on 1st October 2012.

Two items in the Chief Executive's Report prompted discussion, as follows:

(i) Modern Apprenticeships

A number of NDPBs are employing Modern Apprentices and there may be some learning in this for NES.

NES is currently co-ordinating support for Modern Apprenticeships in NHSScotland. It was agreed NES should set an example in this context and consideration will therefore be given to creating one or more Modern Apprenticeships in NES. **Action : MRW/BD**

(ii) Risk Register update : Westport 102

Caroline Lamb provided a brief update on the preparations for the forthcoming move of all Edinburgh-based staff to new offices at Westport 102:

- The server room was handed over to NES on 15th October 2012 and formal handover of the offices to NES is still on track for 31st October 2012.
- Voice and data lines have now been installed.
- The first group of staff (from Rose Street) will move in to Westport 102 on 12th November 2012.
- Arrangements are in hand for staff training in relation to the new equipment.
- The project overall is on time and on budget.
- The new office environment is functional, relatively spacious and provides good meeting space.

The Chair drew attention to the current consultation on a proposal to delay the commencement of dental training in England to September 2013 due to the impact of the Olympic Games held this summer in London. This might usefully be raised with the Chair of Health Education England.

**5. MINUTES OF THE NINETY-FOURTH BOARD MEETING (NES/12/82)**

The minutes of the Board meeting held on 13th September 2012 were approved.

**Action : DJF**

**6. MATTERS ARISING FROM THE MINUTES**

There were no matters arising which were not dealt with elsewhere on the agenda.

**7. GOVERNANCE ITEMS**

a. Finance Report (NES/12/85)

Caroline Lamb introduced a paper presenting the financial performance against budget for the period 1st April to 30th September 2012. The following points were highlighted:

- The Finance Report is very detailed on this occasion, in the interests of transparency and to demonstrate the complexities involved in managing the NES budget.
- An underspend of £2.5 million is currently projected for the 2012/13 year-end and it will be necessary to manage the position carefully to bring the underspend closer to the planned level of £1 million.
- The Training Grade underspend (especially GP trainees) is currently much greater than anticipated and there are also underspends relating to staff vacancies. At the same time, there are indications that some budgets are under pressure due to incremental drift.
- Mid-year budget reviews are currently in progress.
- There may be benefit, in terms of managing the underspend, to make additional non-recurrent Medical ACT funding available to NHS Boards in-year for specific projects.
- It was suggested that, in future, it may be appropriate for NES to be less cautious in terms of managing underspends.

The following points were raised in discussion:

- The finance report is a useful indicator of the volatility and variables of the NES budget.
- It was considered that the NHS Boards would welcome any additional in-year non-recurrent Medical ACT funding.
- It was noted that some staffing vacancies were being put on hold in order to provide flexibility in relation to organisational change in NES. This requires careful communication as there are, understandably, some staff concerns at the non-filling of vacant posts.

b. Corporate Complaints 2011-12 (NES/12/86)

Donald Cameron introduced the NES Complaints Report for 2011-2012, in compliance with the NES Complaints Procedure. It was pointed out that the report was in the standard format required by NSS (ISD).

Discussion of the paper produced the following main points:

- Members would have liked more details in relation to the tracking and outcomes of the complaints. There was some concern that a proportion of the complaints did not appear to have been acknowledged quickly enough.
- It was agreed that arrangements should be made for a committee(s) of the Board to exercise delegated authority to scrutinise the detailed information behind the report. **Action : DC**
- Having first declared an interest as a panellist for the project concerned, the Chair drew attention to a national programme of mediation currently available, via the Scottish Medication Network, in the context of NHS complaints.

c. Audit Committee : 11th October

The Board received and noted the unconfirmed minutes of the meeting and a summary report, which were introduced by Murray Duncanson, in the absence of Professor Alice Belcher.

Particular attention was drawn to the Audit Committee's discussions on the need to strengthen induction arrangements for Board and Committee members and the concerns relating to the apparent lack of strategic direction in relation to IM&T developments. In relation to the IM&T position, the points raised by the Audit Committee were acknowledged, although it was noted that the past year had been particularly challenging for the IM&T team, not least because of the detailed preparations for the move to Westport 102, and that the team itself was currently embracing the need for more forward planning and strategic development.

It was also noted that the Audit Committee had considered an internal audit report on the management of organisational change. Members were advised that the Management Metrics prepared for the Staff Governance Committee's consideration will, in future, include information specifically around organisational change.

d. Committee Meeting Dates for 2013-14

**(NES/12/88)**

Subject to the correction of a minor typographical error, the Board approved the proposed committee meeting dates for 2013-14, as set out in the circulated paper.

**Action : DJF**

On a related point, the Chair advised that a paper would be produced for the next Board meeting on 6th December 2012 outlining proposals in relation to changes in committee membership and chairing to take account of the following changes in Board membership over the coming year:

- Theresa Houston and Professor Valerie Maehle will complete their terms of office on 31st March 2013; and
- Professor Fiona Mackenzie will complete her term of office on 31st August 2013.

The recruitment of three replacement non-executives will begin in November, with a stipulation that one of the new members will require to have a financial qualification. The importance of effective induction of the new members was underlined.

In relation to a point raised by one of the members, it was noted that it would be for individual committees to confirm the starting times for their meetings.

## 8. STRATEGIC ITEMS

### a. Annual Review 2012 : Update (NES/12/89)

Donald Cameron introduced a briefing paper on the arrangements for the NES Annual Review 2012, scheduled to take place on Tuesday 27th November 2012 at Our Dynamic Earth, Edinburgh. He added that the final versions of the Self-Assessment Document and the 'At a Glance' guide were currently being produced.

It was noted that the Scottish Government would be represented at the Annual Review by Michael Matheson MSP (Minister for Public Health), John Connaghan and Shirley Rogers.

It was confirmed that all members were welcome to attend. One of the members reported a difficulty in relation to online booking for the Annual Review and this will be investigated. It will, however, be possible to book a place by contacting Lynnette Grieve in the Executive Office. **Action : DC/CP**

The Board noted the briefing paper.

### b. Optometry (NES/12/90)

The Board had been provided with a paper, 'Optometry within NES – Developing the Profession', which highlighted the main areas of work within the Optometry unit in NES and signalled the direction of travel.

In introducing this item, Dr David Felix advised that Optometry sits within the Dental Directorate of NES and that Scotland leads the way in the UK in relation to standards of optometry delivery.

Dr Janet Pooley introduced the paper, drawing attention to the following points in particular:

- Some of the optometry developments in Scotland are world-leading.
- The establishment of Optometric Teach and Treat Clinics across Scotland has been warmly welcomed by optometrists as a unique and valuable CPD opportunity. It is intended to measure the impact of these clinics on patient care.

Discussion of the paper resulted in the following main points:

- Members were pleased to note the appointment of Dr Baljean Dhillon to the University of Edinburgh's NES Chair of Clinical Ophthalmology.
- It was considered that NES Optometry had made great strides forward in a relatively short period of time, adding value to NES activity.
- The new treatment opportunities offered by the Teach & Treat Clinics were welcomed. Professor Fiona Mackenzie expressed an interest in discussing this further with Dr Pooley offline.
- Working alongside other primary care colleagues in NES has enabled Optometry to learn from best practice in a number of respects.
- Members were pleased to note that SGHSCD has now undertaken to make prescription pads available to optometrists qualified to prescribe ocular preparations in Scotland, so that patients can benefit from the free drug prescription policy in Scotland.

The Board noted the useful update paper and paid tribute to Dr Pooley and Donald Cameron (Optometry) for their excellent work to date in moving optometry education and training forward in Scotland.

c. Healthcare Chaplaincy and Spiritual Care (NES/12/91)

The Board had been provided with a paper which:

- (a) provided an update on the recent activities initiated by the Chaplaincy Training and Development Unit of NES in relation to key drivers within health and social care; and
- (b) outlined the need for a significant review of Healthcare Chaplaincy education and training.

The paper was introduced by Ewan Kelly, who emphasised the following points:

- One of the key roles of healthcare chaplains is to seek to bring meaning and purpose to the lives and work of patients and staff, providing time and space to explore these existential issues.
- Healthcare chaplains are well-placed to support and enhance person-centred care, to the benefit of patients, relatives and staff. In this context, healthcare chaplains have developed an innovative model of values-based reflective practice, which is being rolled out across NHS Boards and will be showcased at the National Person-Centred Health and Care Programme learning event on 20th – 21st November.
- The health and social care integration agenda can benefit from the input of healthcare chaplains.
- There is an urgent need to review the education and training of healthcare chaplains, due to a range of factors, some of which are pressing.

Discussion of the paper generated the following main points:

- Murray Duncanson praised the refreshing approach and exciting developments associated with the National Conference on Spiritual Care held on 12th March 2012.
- Healthcare chaplains are increasingly regarded as an integral part of the clinical team.
- In response to a question from Susan Douglas-Scott, who declared an interest as a Humanist celebrant, Ewan Kelly confirmed that there had been a shift in the healthcare chaplaincy population in Scotland, whereby there were now more female chaplains and chaplains from a range of backgrounds, including the Humanist and Muslim faiths.
- The reciprocity of learning between chaplains and other clinical staff was highlighted.
- It was noted that the work of the NES Chaplaincy Training and Development Unit is recognised internationally.

Following discussion, the Board endorsed the update paper and supported the planned review of healthcare chaplaincy education and training in Scotland.

**Action : EK**

Ewan Kelly was commended for his strategic positioning of this important work.

d. Joint Work with Scottish Funding Council (SFC) **(NES/12/92)**

The Chair declared an interest in this item, as she is a member of the SFC.

Dr Helen Raftopoulos introduced a paper seeking approval to continue the partnership between NES and the Scottish Funding Council (SFC), as set out in a Memorandum of Understanding, for a further three years (2013-2016). She added the following comments, from her perspective as a joint appointee of NES and SFC:

- The view of the SFC executive is that the NES/SFC partnership will become increasingly important over the coming years.
- The SFC faces a number of significant challenges, including the move towards an outcome-based model of funding.
- The paper will be submitted to the SFC's next meeting for approval.

The Board discussed the paper and the following main points emerged:

- The Board acknowledged that the partnership with SFC is one of NES's most important strategic relationships.
- It was confirmed that there would be pharmacy input to the next year's NES/SFC joint action plan.
- NES's internal auditors will interview staff in SFC (and SSSC) in the course of their forthcoming review of NES's partnership working.
- NES has a number of extant MoUs and it may be useful to check on the process and timing in relation to their respective reviews.

Following discussion, the Board approved the continuation of the MoU between NES and SFC for a further three years (2013-2016). **Action : HR/BD**

Helen Raftopoulos was thanked for her helpful paper.

e. Annual Engagement Report **(NES/12/93)**

Donald Cameron introduced a paper outlining the intelligence gathered from NES's stakeholders during 2012. This version of the paper had been informed by the useful discussion on this topic at the Board Planning Day on 17th October. In terms of next steps, it is intended to:

- Provide feedback to partners;
- Use the intelligence to inform input to the Corporate Plan and LDP;
- Use the intelligence as the basis for consultation and discussions on the next strategic review; and
- Undertake more detailed diagnostics in relation to the feedback and intelligence in relation to adult health and social care integration.

Discussion of the paper produced the following points:

- Sophisticated and inter-connected engagement networks have been built up over the past few years.
- The intelligence gained will inform the 20:20 Workforce Vision.
- Direct feedback on the whole report will be provided to key stakeholders.



- It was, recognised that, although education and training has a role, the adult health and social care integration agenda is largely about issues relating to working together, culture, values, systems and trust.
- In response to a member's question, it was confirmed that it is intended to incorporate more material in relation to the intelligence gathered from the NHS Golden Jubilee National Hospital.

Following discussion, the Board endorsed the key themes identified through the engagement and intelligence-gathering process and supported the proposed next steps, including direct feedback to key partners and other stakeholders.

**Action : DC**

## **9. ITEMS FOR NOTING**

There were no items to note under this heading.

## **10. ANY OTHER BUSINESS**

### a. Board meeting and development session on 6th December 2012

It was noted that the development session would take place following lunch, probably from 1.30 p.m. to 3.30 p.m.

### b. Westport 102

Christine Patch advised that information on Westport 102 would be included in members' briefings from 26th October onwards.

## **11. DATE AND TIME OF NEXT MEETING**

It was confirmed that the next Board meeting would take place on Thursday 6th December 2012 at 10.45 a.m., followed by a Board Development Session in the afternoon.

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