



Ayrshire and Arran NHS Board

Minute of a public meeting on Monday 23 May 2022

MS Teams meeting

Present: Non-Executive Members:
Mrs Lesley Bowie, Board Chair
Mrs Margaret Anderson
Mr Adrian Carragher
Ms Sheila Cowan
Dr Sukhomoy Das
Mrs Jean Ford
Mr Ewing Hope
Mr Bob Martin, Vice Chair
Ms Linda Semple

Executive Members:
Ms Claire Burden (Chief Executive)
Ms Jennifer Wilson (Nurse Director)
Dr Crawford McGuffie (Medical Director)
Mr Derek Lindsay (Director of Finance)

In attendance: Mr Fraser Bell (Assistant Director, Programmes) Item 11.2
Ms Thelma Bowers (Head of Mental Health Services, North Ayrshire Health and Social Care Partnership) Item 6.4
Ms Caroline Cameron (Director of Health and Social Care, North Ayrshire)
Mrs Vicki Campbell (Head of Primary Care and Urgent Care Services)
Ms Lisa Davidson (Assistant Director, Public Health)
Mrs Joanne Edwards (Director for Acute Services)
Mr Tim Eltringham (Director of Health and Social Care, South Ayrshire)
Ms Jo Gibson (Head of Wellbeing and Recovery, East Ayrshire Health and Social Care Partnership) Item 10.3
Ms Sarah Leslie (Human Resources Director)
Mrs Shona McCulloch (Head of Corporate Governance)
Ms Attica Wheeler (Head of Midwifery and Associate Nurse Director, Women and Children's Services) Item 6.1

Mrs Angela O'Mahony (Committee Secretary) minutes

1. Apologies

Apologies were noted from Mr Michael Breen, Mrs Kirstin Dickson, Ms Nicola Graham, Mr Marc Mazzucco, Mr Craig McArthur and Mrs Lynne McNiven.

2. Declaration of interests (050/2022)

There were no declarations noted.

3. Minute of the meeting of the NHS Board held on 29 March 2022 (051/2022)

The minute was approved as an accurate record of the discussion, subject to the following amendment:

Item 7.6, Information Governance Committee – paragraph two to be updated to clarify that the question raised did not relate directly to the Committee minute and key issues report provided.

4. Matters arising (052/2022)

Paper 2 - Action Log

The Board action log was circulated to Board Members in advance of the meeting and the following update was provided:

Item 6.1 (164/2021), 29 November 2021 – The Medical Director, Dr Crawford McGuffie, updated that the action was ongoing and he would continue to progress to completion, in liaison with the Head of Audiology and the Equality and Diversity Project Manager. Board Members agreed that this item could now be closed on the action log.

5. Chief Executive and Board Chair report

5.1 Chief Executive's report (053/2022)

- The Chief Executive reported that the Board had received notification from the Scottish Government on 30 April 2022 that NHS Scotland would no longer remain under emergency planning status. NHS Ayrshire & Arran (NHSAA) had also stood down the command and control structure that had previously been in place.
- COVID-19 was still having a significant influence on the Board's ability to reinstate all services. The month of April had been exceptionally difficult in terms of community prevalence of COVID-19. Staff isolation due to COVID-19 had peaked and this, combined with the Easter school holidays, had created a challenging workforce situation. The Chief Executive was very grateful to staff for working through these surges of activity.
- The Chief Executive had continued to keep Board Members briefed on progress to reinstate the elective programme. The Board continued to recover services working alongside COVID-19 activity.
- The Cabinet Secretary for Health and Social Care had visited University Hospital Ayr on 13 April 2022. This had been a positive visit which had provided the opportunity to discuss the purchase of Carrick Glen Hospital (CGH) to host the new National Treatment Centre. While there was considerable work to be done to upgrade CGH to the required specification, this was a significant milestone in provision of services and to improve longer term access to Orthopaedic surgery.
- The Cabinet Secretary had visited wards and other areas, and had heard first hand stories from front line teams. The Cabinet Secretary was eager to thank staff for the work they had supported over the last two years. The Board had taken the opportunity to discuss its Digital agenda which continues to gain national interest, and to push boundaries in terms of what can be delivered with

digital support. The Chief Executive emphasised that the Digital workstream will have an important role as the Board develops its Caring for Ayrshire response.

- Following a previous Board discussion on the Board's agreement to participate in the Redress Scheme for Survivors of Historic Child Abuse in Residential Care in Scotland, the Chief Executive confirmed that the Board had updated its public statement to confirm participation in the Redress Scheme and this was available on the public website.
- The Chief Executive congratulated Dr Crawford McGuffie on his appointment as the Board's Deputy Chief Executive with immediate effect.

5.2 Board Chair's report

(054/2022)

- The Board Chair reiterated that the Cabinet Secretary's visit on 13 April 2022 had been very positive and she had appreciated the time he had devoted to the visit.
- On behalf of the Board Chair, the Board Vice Chair, Mr Bob Martin, had attended the National Chairs' Private meeting on 25 April 2022. Discussion had focused on a draft revised Blueprint for Good Governance and the role of the Centre for Sustainable Delivery Strategy Board. There had also been discussion on Whistleblowing as a report had been received from all NHS Boards.

6. Quality

6.1 Patient story

(055/2022)

The Associate Nurse Director for Women and Children's Services, Ms Attica Wheeler, introduced the patient story about a patient's positive experience as an inpatient at the Ayrshire Maternity Unit (AMU). This positive story emphasised the importance of staff interactions with patients when delivering truly person centred, compassionate care.

Board Members welcomed this positive story and commended the team involved for the good quality care provided, particularly as this was delivered under the most difficult circumstances during the pandemic.

Ms Wheeler confirmed in response to a question from a Board Member that this positive story had been shared with the immediate and wider team within the AMU.

Outcome: Board Members noted the patient story on the importance of staff interactions with their patients when delivering truly person centred, compassionate care.

6.2 Patient experience themed report

(056/2022)

The Nurse Director, Ms Jennifer Wilson, presented a report outlining new approaches to patient feedback and progress made since the appointment of the new post of Patient Experience Facilitator in July 2021 and future plans. The report had been discussed in detail at the Healthcare Governance Committee on 25 April 2022.

Ms Wilson underlined that it was vitally important for the organisation to embed the patient feedback and experience mechanism to support learning and improvement and progress the Board's Caring for Ayrshire ambitions.

Board Members received a detailed update on activity related to national feedback via Care Opinion; new feedback leaflets; patient experience surveys; the ability to respond to bespoke requests to capture patient experience and feedback; and the role of volunteers in securing patient feedback.

Board Members welcomed the use of patient experience volunteers and recognised the important role of volunteers across the organisation. Ms Wilson advised that there were plans to bring an update to a future Board meeting on the role of volunteers.

Outcome: Board Members discussed the new approaches to patient feedback at the point of care and beyond and were assured of progress to date.

6.3 Healthcare Associated Infection (HCAI) report (057/2022)

The Nurse Director, Ms Jennifer Wilson, provided a report on the Board's HCAI activity, with a specific focus on community associated *Escherichia coli* bacteraemias (ECB). The report had been discussed in detail at the Healthcare Governance Committee meeting on 25 April 2022.

Ms Wilson highlighted that the Board had received exception reports from Antimicrobial Resistance and Healthcare Improvement (ARHAI) Scotland for community associated ECB infections for three consecutive quarters, from October 2020 to June 2021, plus a further quarter, from October to December 2021. While there was no increasing trend locally, all other Boards in Scotland had experienced a decrease in rates. There were no areas for intervention identified at that point. However, ARHAI Scotland had in February 2022 provided supplementary data which had allowed some additional observations to be made. This information had been shared with Public Health and it was hoped this would lead to targeted improvement initiatives with the aim to reduce community acquired ECB.

Ms Wilson highlighted, in relation to hospital acquired ECB, that many of these cases related to the use of urinary catheters. Ms Wilson updated that due to the decrease in COVID-19 activity, the Urinary Catheter Improvement Group has now restarted and a planned improvement programme will be put in place to focus on reducing urinary catheter use and supporting a reduction in hospital acquired ECBs.

Board Members were advised of performance against the national HCAI Standards, as detailed in the report. Ms Wilson highlighted that the next themed HCAI report to the Board will focus on *Clostridium difficile* infection.

Ms Wilson advised in response to a question from a Board Member that as previously reported to the Board, the Infection Prevention and Control Team had agreed an annual plan, however, this had to be paused at certain times to allow the team to focus on the COVID-19 response. As COVID-19 activity reduced, the team would be able to provide the intervention and support required to reduce HCAI rates.

Outcome: Board Members discussed and were assured of current activity to manage HCAI across NHS Ayrshire & Arran. Board Members noted the recent information from ARHAI Scotland now being considered by Public Health in relation to community acquired ECB.

6.4 Scottish Patient Safety Programme (SPSP) - Mental Health (058/2022)

The Head of Mental Health Services, Ms Thelma Bowers, provided an overview of progress in relation to core SPSP measures within the Mental Health programme. The report was discussed in detail at the Healthcare Governance Committee on 25 April 2022.

Board Members received an update on the remobilisation of the programme. Due to the Covid-19 Pandemic, the national SPSP Mental Health programme activity and reporting had been paused since March 2020. Confirmation was awaited from the national team regarding resubmission of self-assessment activity and data. NHSAA had continued to record this information internally during this period as part of a local recovery plan.

Board Members received a detailed update on the significant work that had continued during the pandemic to progress the Mental Health and Improving Observation Practice (IOP) SPSP Programme, SPSP Mental Health Improvement Collaborative and Building Quality Improvement Capacity.

The Healthcare Governance Committee Chair, Ms Linda Semple, advised that the Committee had discussed the major Falls Prevention programme that had been taking place across four wards from April 2021 and were encouraged by the significant reduction in falls and falls with harm.

Board Members discussed the report and the positive improvements demonstrated across all areas of the programme. This was particularly encouraging given the difficult challenges over the last year and the higher threshold for admission, with more distressed patients being seen than before the pandemic.

The Chief Executive underlined that this improvement programme should be seen against the backdrop of increasing demand within Adult and Child Mental Health Services and commended the team involved for their continued efforts to maintain delivery of safe services. Board Members emphasised the importance of highlighting within the service, and more widely across the organisation, the hard work being done and positive outcomes achieved in spite of the difficult challenges faced.

Outcome: Board Members discussed the overview report of SPSP Mental Health performance activity across Mental Health Services.

7. Corporate Governance

7.1 Corporate Governance learning and improvement plan (059/2022)

The Head of Corporate Governance, Mrs Shona McCulloch, provided an assurance report on management of the learning and improvement plan. The report provided

an update on actions and carry forward of the plan to 2022-2023, as agreed by the Integrated Governance Committee on 9 May 2022.

Mrs McCulloch advised that while the COVID-19 pandemic had impacted on progress in the completion of the improvement plan, good progress had been made to successfully implement the national Whistleblowing Standards across the organisation.

Outcome: Board Members noted the update.

7.2 Whistleblowing update report

(060/2022)

The Nurse Director, Ms Jennifer Wilson, presented the whistleblowing information for Quarter 4 (Q4). The report had been discussed in detail at the Staff Governance Committee meeting on 3 May 2022.

Board Members were advised that there were no whistleblowing concerns received in Q4. In relation to investigations, one case remained under investigation through Q4 which had been raised in Q3. This was concluded at the end of March 2022, with the concern upheld.

Ms Wilson gave assurance that there was a robust process in place to support whistleblowing concerns. The report outlined progress against completion of improvement and learning plans. Ms Wilson emphasised that it was important to take every opportunity for learning and improvement.

Board Members received details of other activity being progressed such as a feedback survey pilot, refresh of whistleblowing communications, training and a review of processes and guidance. The review will also be informed by the outcomes of an Internal Audit into Compliance with Whistleblowing Policies and Procedures which took place during April 2022.

Board Members discussed the report and reiterated the importance of learning and improvement from Whistleblowing cases, as well as the need for evaluation and reflection to ensure that staff and service users feel confident to raise concerns through the whistleblowing process. The Whistleblowing Champion, Dr Sukhomoy Das, advised that the only way to receive assurance on the process was through the feedback survey pilot. Board Members looked forward to receiving an update on this activity at a future Board meeting.

Outcome: Board Members noted the whistleblowing information for Quarter 4.

7.3 Audit and Risk Committee

(061/2022)

On behalf of the Committee Chair, the Vice Chair, Mr Bob Martin, reported key issues from the meeting held on 11 May 2022. The Vice Chair presented the minute of the meeting held on 17 March 2022.

Outcome: Board Members considered and noted the minute and update.

7.4 Healthcare Governance Committee (062/2022)

The Committee Chair, Ms Linda Semple, reported key issues from the meeting held on 25 April 2022. The Chair presented the minute of the meeting held on 28 February 2022.

Outcome: Board Members considered and noted the minute and update.

7.5 Information Governance Committee (063/2022)

The Committee Chair, Mrs Jean Ford, reported key issues from the meeting held on 9 May 2022. The Chair presented the minute of the meeting held on 7 February 2022.

Outcome: Board Members considered and noted the minute and update.

7.6 Integrated Governance Committee (064/2022)

The Committee Vice Chair, Mr Bob Martin, reported key issues from the meeting held on 9 May 2022. The Vice Chair presented the minute of the meeting held on 7 February 2022.

Outcome: Board Members considered and noted the minute and update.

7.7 Staff Governance Committee (065/2022)

The Committee Chair, Mrs Margaret Anderson, reported key issues from the meeting held on 3 May 2022. The Chair presented the minute of the meeting held on 14 February 2022.

Outcome: Board Members considered and noted the minute and update.

8. Corporate Governance – annual reports 2021-2022

8.1 Board Governance Committees (066/2022)

Board Members considered the 2021-22 Annual Reports for the Audit and Risk Governance, Healthcare Governance, Information Governance, Integrated Governance, Performance Governance and Staff Governance Committees.

Outcome: Board Members noted the progress of the Governance Committees in 2021-2022.

8.2 Area Professional Committees (067/2022)

The Area Clinical Forum (ACF) Chair, Mr Adrian Carragher, presented the 2021-2022 Area Professional Committee annual reports outlining the progress of the Committees during the year.

Mr Carragher sought Board Members' approval of the draft Professional Committee Constitutions and highlighted in particular the changes made to the membership of the Area Dental Professional Committee (ADPC) and Area Optical Professional Committee to broaden membership.

Board Members were asked to approve the extension of Mr Carragher's term of office as Area Healthcare Science Professional Committee Chair to 31 March 2024, to allow him to fulfil the ACF Chair four year term of office.

Mr Carragher highlighted the challenges for staff to participate in the Professional Committees and underlined the need to encourage staff participation as part of the pandemic recovery and to help develop support and build new ways of working to deliver the Board's Caring for Ayrshire vision.

The Head of Corporate Governance, Mrs Shona McCulloch, highlighted that following the derogation previously agreed by the NHS Board to pause the Professional Committee membership process during the pandemic, a new member nomination process was ongoing with the aim for new members to take up their roles from 1 August 2022.

Outcome: Board Members noted the progress of the Professional Committees, approved the updated Constitutions and the extension of the AHCSPC Chair role to fulfil the ACF Chair four year term of office.

8.3 Pharmacy Practices Committee (PPC) (068/2022)

The Committee Chair, Ms Linda Semple, presented the PPC annual report outlining the progress of the Committee in 2021-2022. The COVID-19 pandemic had significantly impacted on the team's work during the year.

Ms Semple sought Board Members' approval of the amended PPC Terms of Reference which had been updated to reflect that the PPC will meet at least four times each year going forward to help address backlog issues.

Outcome: Board Members noted the Committee's annual report and approved the change to the Terms of Reference.

8.4 Medical Education Governance annual report (069/2022)

The Board Chair, Mrs Lesley Bowie, introduced the Medical Education Governance annual report and invited the Medical Director, Dr Crawford McGuffie, to outline the progress of medical education training in 2021-2022.

Dr McGuffie reported that the Medical Education Governance Group (MEGG) had met three times during the year. Undergraduate medical education continued to thrive. The Board had made significant investment to ensure students received the right training and wellbeing support. NHSAA was recognised as being significantly above average and in the top 5% in the UK survey of trainees.

Board Members were advised that despite the ongoing challenges of the COVID-19 pandemic, student experience in NHSAA was very positive. Within postgraduate training, there had been significant improvements made in medicine at University Hospital Ayr (UHA) although medicine at University Hospital Crosshouse was challenged. One of the key roles of MEGG was to monitor progress in taking forward improvement actions.

Dr McGuffie highlighted the work of the Clinical Teaching and Development Fellow programme and its continued successful contribution to the Board's "best medical workforce" ambition.

The Board Chair advised in response to a question from a Board Member on postgraduate training within medicine that a number of other Boards were in a similar position. UHA had been under enhanced monitoring for some time and the recent visit from NHS Education for Scotland (NES) had been positive with feedback awaited. Work was taking place to articulate following these visits the improvement required to enable removal of enhanced monitoring.

Dr McGuffie underlined that ongoing engagement with the General Medical Council and NES, and the fact that the Board was sighted on aspects of medical education and the Board Chair was chair of MEGG, continued to be held up as excellent practice.

Outcome: Board Members received the annual report and were assured of the management status of medical education and training across NHS Ayrshire & Arran.

8.5 Corporate Equalities Committee annual report (070/2022)

The Nurse Director, Ms Jennifer Wilson, presented the first Corporate Equalities Committee annual report outlining key activities taken forward during the year and priorities for 2022-2023. Ms Wilson reminded that Board had approved the establishment of a new Corporate Equalities Structure in February 2021 to ensure that NHSAA was meeting its statutory obligation, and to further mainstream equalities into the function of the Board.

Board Members were advised of key Corporate Equalities structure actions undertaken over the last year, including establishment of the Corporate Equalities Committee, establishment of the Equalities Implementation Group and development and approval of an Equalities Work Plan.

The HR Director, Ms Sarah Leslie, highlighted the inter-connections between Corporate Equalities activity and the Board's commitment, as part of the Ayrshire Growth Deal, to improve health through economic contribution, fair work and good work. Ms Leslie commended the work being done through the HSCPs to support groups with multiple barriers to work, such as single parents or people with mental health issues, working through an equality lens.

Ms Leslie commended the work undertaken to gather ethnicity data and looked forward to further planned work, particularly around disability data. Board Members underlined the need for robust data to support service planning.

Ms Wilson advised in response to a question from a Board Member, related to the long COVID project, that she would clarify and report back outwith the meeting on the timescale for presenting the work currently being led by the Associate Director for AHPs, Ms Emma Stirling, in collaboration with an extreme team.

Outcome: Board Members received the annual report and were assured by progress in 2021-2022.

9. Performance

9.1 NHS Ayrshire & Arran Annual Review Letter

(071/2022)

The Chief Executive, Ms Claire Burden, presented the Annual Review letter received from the Scottish Government following the Annual Review meeting held via video conference on 29 November 2021.

The Chief Executive advised that this had been a positive Annual Review meeting to review and appraise the Board's performance. The report covered a look back over 2020-2021, including the initial response to the pandemic; the successful work done by Digital Services to maximise digital support in response to the pandemic; the strong and sustained commitment and flexible approach shown by staff during the pandemic despite the difficulties faced; and Finance. Looking ahead, the session had considered Financial as well as Unscheduled and Planned Care planning challenges at that point in time. Recovery planning had moved on considerably since the report was written, as had plans for the National Treatment Centre.

The Nurse Director, Ms Jennifer Wilson, acknowledged and thanked staff groups for the agile and important role they have played, for example, through Test and Protect, the COVID-19 Vaccination Programme and professional support being provided to Care Homes, to ensure appropriate governance and delivery of safe and efficient services.

Outcome: Board Members noted the letter received from the Scottish Government.

9.2 Performance Report

(072/2022)

On behalf of the Director for Transformation and Sustainability, the Chief Executive presented the Performance Report. The report provided a high level summary of COVID-19 community and hospital data to add context in relation to the Board's performance up to the end of March 2022. The report gave an update on the Board's progress against Remobilisation Plan (RMP) measures and provided analysis, trends and benchmarking reporting against a range of National and local performance measures.

The Chief Executive reported that the latest data for week commencing 18 April 2022 showed a continuing decrease in the number of positive COVID-19 cases across Ayrshire and Arran. The decrease should be considered in the context of changes to COVID-19 testing in Scotland on 18 April 2022 and the removal of Test and Protect arrangements. COVID-19 cases continued to be managed in both acute and community settings. The number of COVID-19 positive patients within Intensive Care Units remained low.

The Chief Executive provided a detailed update on Planned Care and highlighted areas of concern related to waiting time performance for new outpatient appointments and against the 18 week referral to treatment target. Overall, the Board had exceeded the number of new outpatients in Q4 of 2021-2022, with 2,594 more new outpatients seen than planned within RMP4. The Chief Executive gave assurance that this performance was being closely monitored.

In regards to Diagnostics performance the Chief Executive explained that similar pressures and constraints were being experienced across the NHS and considerable work was taking place with a clinical prioritisation process to ensure that those patients most requiring treatment were being seen. For Cancer services, the Board continued to maintain the 31 day Standard and was working hard to meet the 62 day Standard. Activity was taking place with the Cancer team to help manage increasing demand.

The Chief Executive updated on performance within Mental Health. First treatment appointments for Child and Adolescent Mental Health Services had increased and exceeded the target set. Psychological Therapies were performing well across the board despite increasing demand.

The Chief Executive gave assurance in response to a comment from a Board Member that non-consultant led services were being used as part of pandemic recovery to ease pressure on Consultant led services. Board Members recognised the innovative approach adopted within Mental Health Services which had enabled more patients to be seen and underlined the need to implement similar approaches, such as remote working, in other areas.

Board Members received a detailed update on Unscheduled Care performance. The Chief Executive highlighted ED waiting time challenges during the reporting period due to increasing demand, with longer stays in ED and the Combined Assessment Unit (CAU) before patients could be assessed and managed appropriately. The Chief Executive updated that there had been a significant decrease in ED waiting times in excess of 12 hours during May 2022 and that throughout 2022, the Board will prioritise support to EDs and CAUs to try to get patients assessed through these areas into dedicated wards as quickly as possible.

Board Members were advised of the focused improvement work planned to reduce length of hospital stay which was above the Scottish average. The Chief Executive recognised the improvement work being done through the HSCPs to address delays in transfer of care.

Board Members discussed delayed discharge and transfer of care and the Director, SAHSCP, Mr Tim Eltringham, underlined the need for careful interpretation of data provided in the report. Within SAHSCP, a much higher proportion of care services were provided by private providers and provision had reduced over the last 18 months. Both private providers and the Local Authority had faced carer recruitment challenges although the position had improved slightly recently. SAHSCP was working collaboratively with private providers to try to reduce delayed discharges with positive results, with plans to keep working through these complex issues.

The Director for NAHSCP, Ms Caroline Cameron, added that there had been a significant reduction in private care at home provision in North Ayrshire since September 2021, with two providers remaining on the care at home framework. The Board Chair would discuss the position across Ayrshire and Arran with the three HSCP Directors out with the meeting.

Outcome: Board Members discussed the update on the management and provision of unscheduled and planned care.

9.3 Financial Management Report for Month 12

(073/2022)

The Director of Finance, Mr Derek Lindsay, provided a report on the Board's financial position for the 12 months to 31 March 2022.

The Board's Revenue Plan was a deficit of £12.0 million. The position after 12 months was a surplus of £1.5 million.

Board Members were advised that additional COVID-19 costs totalled almost £85 million, as detailed at Appendix 2 of the report. The Board would receive no additional COVID-19 funding from the Scottish Government in 2022-2023 and this spending would need to reduce significantly next year.

Mr Lindsay provided a detailed update on workforce costs in 2021-2022. There had been a marked and sustained increase in whole time equivalent staff during the COVID-19 pandemic related to the COVID-19 vaccination programme, Test and Protect and staffing for the additional wards opened in acute hospitals. As the Test and Protect programme had now closed, the Board was planning to close as many of the additional beds as possible during 2022-2023, and to redeploy the majority of Test and Protect staff to alternative positions before the end of contracts on 30 September 2022. The vaccination programme would continue to run and the Scottish Government had indicated that there would be recurring funding to support the programme. The Board would also require to continue to provide point of care testing on hospital admission.

Board Members were advised that nursing agency spend in 2021-2022 was very high due to the need to scale up capacity to cover additional beds opened and as a result of sickness absence levels to maintain safe staffing. Mr Lindsay reported a similar position for medical agency spend which had shown an upward trend. Mr Lindsay reassured Members that the Board's objective for the coming year was to significantly reduce agency spend and the position was being closely monitored.

Mr Lindsay highlighted data related to COVID-19 and non-COVID-19 sickness absence levels during 2021-2022. Absence levels were much lower over the summer but had increased over the winter months. In March 2022, the non-COVID-19 sickness absence level was 4.56% against the target of 4% across NHS Scotland and for COVID-19 related sickness absence the figure was 5.77%.

The Chief Executive emphasised in response to a question from a Board Member that there was a need to align the Board's annual efficiency programme with the longer term Caring for Ayrshire reform programme, to deliver best value and maximise the benefits for Ayrshire citizens.

The Chief Executive gave reassurance in response to a question from a Board Member that cognisance would be given to workforce capacity issues within some service areas and to identify the support required to ensure safe and sustainable services.

Outcome: Board Members noted the update on the Board's financial position to 31 March 2022.

10. Service

10.1 Annual Delivery Plan 2022-2023

(074/2022)

The Chief Executive provided an update on the Annual Delivery Plan following receipt of the Scottish Government letter giving guidance and submission times.

The Chief Executive advised that the Remobilisation planning phase would end at the end of 2022. The Board had been asked to submit an Annual Delivery Plan by 30 June 2022, building on local recovery plans and remobilisation activity. There would be a move to medium term planning up to 2026 and longer term planning up to 2031. Planning arrangements and architecture were being agreed by National Chief Executives before being formally released. The Chief Executive advised that this structured planning approach would align well with development of the Board's Caring for Ayrshire vision.

Outcome: Board Members noted the update on the Annual Delivery Plan for 2022-2023.

10.2 North Ayrshire Health and Social Care Partnership Strategic Commissioning Plan 2022-2030

(075/2022)

The Director of Health and Social Care for North Ayrshire, Ms Caroline Cameron, presented the NAHSCP Strategic Commissioning plan 2022-2030, Caring Together. The report set out the approach taken in developing the plan and key strategic priorities and ambitions that will direct the IJB and HSCP over the lifetime of the plan. The plan set out the aims to improve local health and social care services, reduce health inequalities and achieve the local vision that everyone in North Ayrshire can live a safe, healthy and active life.

Ms Cameron explained in response to a question from a Board Member that consultation and feedback indicated that individuals would like to be able to self-manage their own wellbeing, with signposting and support provided in their local communities, which supported the Caring for Ayrshire ambition.

Outcome: Board Members noted the report and supported the NAHSCP Strategic Commissioning plan 2022-2030, Caring Together.

10.3 East Ayrshire Integration Joint Board (EAIJB) 2021-22 Annual Review of Strategic Plan; Workforce Plan; Communication Strategy; and Property and Asset Management Strategy for 2021-2024

(076/2022)

On behalf of the Director of Health and Social Care for East Ayrshire (EA HSCP), Ms Jo Gibson, Head of Wellbeing and Recovery, EA HSCP, presented the annual review report. The report was approved by EAIJB on 23 March 2022 and by East Ayrshire Council on 31 March 2022.

The 2021-22 Annual Reviews align with the vision and values and strategic commissioning intentions as set out in the East Ayrshire Strategic Plan 2021-2030.

Outcome: Board Members endorsed the Annual Review of the EA HSCP Strategic Plan 2021-2024 and accompanying suite.

10.4 Significant Case Review

(077/2022)

The Nurse Director, Ms Jennifer Wilson, outlined the background to a significant case review commissioned by South Ayrshire Child Protection Committee in late 2020 following the tragic death of an infant, Child P, in November 2017, aged seven weeks. An external review report was undertaken by an Independent Chair and shared in January 2022. The report included recommendations for NHSAA.

Ms Wilson advised that the report's recommendations had been fully accepted and an action plan was developed and gap analysis undertaken. Ms Wilson gave assurance that the recommendations relevant to NHSAA were being fully implemented across the Health and Care system. Board Members were asked to support that the Healthcare Governance Committee be given the remit to monitor progress in delivery of the action plan.

Outcome: Board members noted that the review's recommendations were being fully implemented across the Health and Care system and supported that the Healthcare Governance Committee be given the remit to monitor progress in delivery of the action plan.

11. Decision/Approval

11.1 Code of Corporate Governance

(078/2022)

The Head of Corporate Governance, Mrs Shona McCulloch, presented the Code of Corporate Governance (The Code) for approval. The Code had been reviewed to ensure it remains relevant and current detailing the NHSAA governance framework. Mrs McCulloch highlighted key areas, including:

- Section A, Item 5, Integrated Health and Care Governance Framework - was currently being reviewed to include required Care Home governance. Once updated this framework will be presented to Healthcare Governance Committee for discussion and endorsement and NHS Board for approval. Mrs McCulloch proposed that The Code be updated to include this new framework, once this has been reviewed and approved through the appropriate governance process.
- Section B, Members Code of Conduct - Scottish Ministers had published a revised Model Members' Code of Conduct on 7 December 2021, following Parliamentary approval. Following publication Scottish Government had sought comment and individual NHS Boards approval to adopt a model for NHS Board Members. Each NHS Board had been approached for agreement. NHSAA Board Members agreed the NHS Members' Code for NHS Ayrshire & Arran by email as the timeline fell outside the Board Meeting schedule. Following Ministerial agreement and formal approval by the Public Bodies Unit, the Code of Conduct will be published on individual Board websites by 10 June 2022. Mrs McCulloch proposed that publication of The Code be delayed until this date so that Model Code of Conduct could be included.

Outcome: Board Members approved the revised Code of Corporate Governance and agreed publication in accordance with Scottish Government timescales to include the new Model NHS Members' Code of Conduct.

Board Members agreed that the Code will be revised in future to include the updated Health and Care Governance Framework once this has been reviewed and agreed through appropriate governance processes.

11.2 National Treatment Centre (NTC): Orthopaedics

(079/2022)

On behalf of the Director Infrastructure and Support Services, the Assistant Director, Programmes, Mr Fraser Bell, reported on progress of the NTC.

Mr Bell reported that the Scottish Government had previously advised that a modified governance approach would be adopted for the development and approval of NHSAA's NTC, to support the project being delivered at pace.

The Board had submitted an Economic Case to the Scottish Government, in lieu of an Outline Business Case, and subject to the recommended option being development of Carrick Glen Hospital. The Scottish Government had approved the economic case on 7 March 2022 to proceed with the acquisition of CGH. Delivery of the project was dependent upon completion and approval of a Full Business Case (FBC), with plans to submit this in December 2022. While the official operational date for the NTC was by 2025, the Board was taking forward several strands of work to accelerate the programme in order to deliver the facilities as quickly as possible.

Mr Bell highlighted key project risks being proactively managed related to the tender process, construction costs inflation and potential delays due to external processes.

Board Members strongly supported the ambition for the project to deliver economic, social, health and wellbeing benefits to the local community as part of the Ayrshire Community Wealth Building strategy. Mr Bell gave assurance that every effort will be made to maximise employment and supply opportunities for Ayrshire citizens, in line with the Caring for Ayrshire ambition.

The Chief Executive explained that this was a complex project and that CGH would require significant internal refurbishment to meet the required specification. Board Members thanked Mr Bell and the team for the work undertaken to date.

Outcome: Board Members supported the planned purchase and redevelopment of Carrick Glen Hospital. Board Members supported next steps to prepare the Final Business Case.

11.3 Corporate Governance arrangements

(080/2022)

The Chief Executive advised that the Scottish Government had announced on 30 April 2022 that NHS Scotland was no longer working under emergency planning conditions. The Chief Executive sought Board Members' approval for a return to normal standing committee Corporate Governance arrangements and to step down the flexibility that was introduced in November 2021.

Outcome: Board Members approved the return to normal Corporate Governance arrangements.

12. For information

12.1 Board briefing (081/2022)

Board Members noted the content of the briefing.

12.2 East Ayrshire Integration Joint Board (082/2022)

Board Members noted the minute of the meeting held on 9 February 2022.

12.3 North Ayrshire Integration Joint Board (083/2022)

Board Members noted the minute of the meeting held on 10 February 2022.

12.4 South Ayrshire Integration Joint Board (084/2022)

Board Members noted the minute of the meeting held on 16 February 2022.

12. Any Other Competent Business (085/2022)

The Board Chair advised that the term of office of the three Non-Executive Board Members representing the Local Authorities, Cllr Joe Cullinane, Cllr Douglas Reid and Cllr Laura Brennan-Whitefield, ended on 31 March 2022 and Board Members would be advised of the new members appointed in due course.

13. Date of Next Meeting

Private meeting on Tuesday 28 June 2022 at 11.15am – to approve the Annual Accounts

Public meeting on Monday 15 August 2022 at 9.30am

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