

**Ayrshire and Arran NHS Board**  
**Minutes of a public meeting on**  
**Monday 14 August 2023**  
**Hybrid meeting – Room 1 Eglinton House and MSTeams**

Present: Non-Executive Members:  
Mrs Lesley Bowie, Board Chair  
Cllr Marie Burns  
Mr Adrian Carragher  
Ms Sheila Cowan, Vice Chair  
Dr Sukhomoy Das  
Miss Christie Fisher  
Mrs Jean Ford – attended part of meeting  
Mr Ewing Hope  
Cllr Lee Lyons – attended part of meeting  
Mr Marc Mazzucco  
Mr Neil McAleese  
Cllr Douglas Reid – attended part of meeting  
Ms Linda Semple  
Mrs Joyce White

Executive Members:  
Ms Claire Burden (Chief Executive)  
Mr Derek Lindsay (Director of Finance)  
Dr Crawford McGuffie (Medical Director/Deputy Chief Executive)  
Mrs Lynne McNiven (Director of Public Health)  
Ms Jennifer Wilson (Nurse Director)

In attendance: Ms Caroline Cameron (Director of Health and Social Care, North Ayrshire)  
Mrs Kirstin Dickson (Director of Transformation and Sustainability)  
Ms Laura Doherty (Project Manager for Infants, Children and Young People, Public Health) Item 7.2  
Mrs Joanne Edwards (Director for Acute Services)  
Mr Tim Eltringham (Director of Health and Social Care, South Ayrshire)  
Ms Michelle Kennedy (Project Manager for Infants, Children and Young People, Public Health) Item 8.1  
Ms Marion MacAulay (Head of Children’s Health, Care and Justice Services and Chief Social Worker, North Ayrshire Health and Social Care Partnership) Item 8.2  
Mr Craig McArthur (Director of Health and Social Care, East Ayrshire)  
Ms Nicola Graham (Director of Infrastructure and Support Services)  
Mrs Shona McCulloch (Head of Corporate Governance)

Mrs Angela O’Mahony (Committee Secretary) minutes

The Board Chair bid farewell to Mrs Margaret Anderson, Non-Executive Board Member, who had stepped down from the Board for personal reasons at the end of May 2023. She noted the Board’s thanks to Mrs Anderson for her contribution and wished her well for the

future. The Board Chair advised that Mr Adrian Carragher would step down as a Non-Executive Board Member and Chair of the Area Clinical Forum (ACF) from 17 August 2023 when his term of office ended. She thanked Mr Carragher for his contribution over the last four years in leading the ACF through the COVID-19 pandemic. Dr Tom Hopkins would take on the role of Non-Executive Board Member and ACF Chair with effect from 18 August 2023 and had joined the meeting as an observer.

## **1. Apologies**

Apologies were noted from Mrs Vicki Campbell and Ms Sarah Leslie.

## **2. Declaration of interests (093/2023)**

There were no declarations noted.

## **3. Minutes of the meeting of the NHS Board held on 23 May 2023 and a special meeting held on 27 June 2023 (094/2023)**

The minutes of the meeting held on 23 May 2023 and a special meeting held on 27 June 2023 were approved as accurate records of these discussions.

## **4. Matters arising (095/2023)**

### Paper 2 - Action Log

The Board action log was circulated to Board Members in advance of the meeting and all progress against actions was noted.

The Board Chair highlighted, in relation to item 6.2 (031-2023), Patient experience report, that information on criticality criteria from Care Opinion had been emailed to members. A themed report related to patients being treated in a respectful and person-centred manner would be presented at the Healthcare Governance Committee meeting on 6 November 2023.

## **5. Chief Executive and Board Chair report**

### **5.1 Chief Executive's report (096/2023)**

- The Chief Executive expressed her thanks and gratitude to staff for the incredible work being done in the current challenging operational climate.
- The Chief Executive had attending her first Ayrshire Achieves award ceremony on 1 June 2023. She had enjoyed the event and hearing about the good work being done by staff.
- The Chief Executive had attended the Project Search graduation on 23 June 2023 when seven graduates had shared their experience. The programme had been running for 10 years in collaboration with NHS Ayrshire & Arran (NHSAA), East Ayrshire Council and Ayrshire College to support young people with learning disabilities and autism spectrum conditions to gain valuable employment skills.
- The Staff Wellbeing centre at University Hospital Ayr had recently opened. The Chief Executive thanked the Nurse Director and team for the positive work done to develop the Board's wellbeing programme and encouraged staff to use the wellbeing centres.
- The Chief Executive highlighted the successful international recruitment that has taken place and the significant work being done, led by the Medical Director,

Nurse Director and Director for Acute Services to wrap support services around new international recruits. The current tranche of new recruits would be working in Medical, Nursing and Radiography services.

## 5.2 Board Chair's report

(097/2023)

- The Board Chair had recently attended two Community Planning Partnership (CPP) events in East Ayrshire and there had been a spotlight session and interesting discussion related to the Ayrshire Growth Deal and Caring for Ayrshire. The Board Chair had also attended the North Ayrshire CPP at the end of June 2023 when the new Children's Services Plan had been reviewed and endorsed.
- The Board Chair had also attended the Project Search graduation for the first time. She recognised the achievements of these young people and updated that two graduates had already found full-time employment.
- The Crosshouse Volunteers evening took place at University Hospital Crosshouse on 27 June 2023. This had been a well-attended event when volunteers had presented the Board with a cheque for £75,000. The Board Chair commended Volunteers for this amazing achievement and thanked them for their hard work over the year. A recruitment drive was ongoing to encourage more volunteers.
- The Board Chair had attended a Family Nurse Partnership (FNP) 10 years celebration event held on 3 July 2023 at Fullarton ConneXions, Irvine. The FNP supports young mums from pregnancy until their child is two years old. There was very positive feedback from parents and families on the support being provided.

## 6. Quality

### 6.1 Patient story

(098/2023)

The Director for Acute Services, Mrs Joanne Edwards, introduced the patient story. The story was about Emma's positive homebirth experience with her second child and the excellent patient centred care she received. This followed a traumatic experience in giving birth to her first child in hospital.

Board Members discussed this positive story and recognised the important role of midwives, their influence on families and the opportunity to raise awareness and signpost to other services for further support if needed.

The Nurse Director, Mr Jennifer Wilson, updated that there had already been six homebirths in August and this approach aligned with the Board's strategic direction and Best Start for patients on a low risk pathway.

**Outcome: Board Members noted the patient story**

### 6.2 Patient experience

(099/2023)

The Nurse Director, Ms Jennifer Wilson, presented the patient experience feedback and complaints information for quarter 4.

Ms Wilson reported that stage 1 complaint numbers remained high, with a significant number of concerns related to the current waiting time position. For stage 1

complaints the Board had maintained the improved complaint handling performance seen in the last quarter. Stage 2 complaints were stable but performance remained low in meeting target response timelines and focused work was taking place to improve the position. Ms Wilson highlighted that an Acute complaint handling improvement plan had been supported by the Healthcare Governance Committee at the meeting on 31 July 2023.

Board Members were informed that there had been a rise in Scottish Public Services Ombudsman (SPSO) referrals from four to eight, with one progressing to investigation. While there had been a drop in performance against the 20 working day target, there had been an increase in the quality of responses which meant that less referrals were progressing to investigation.

Complaint themes remained unchanged and the position continued to be scrutinised through the Healthcare Governance Committee. There had been an increase in Care Opinion activity, with the majority of posts being not critical. The results of Complainant satisfaction surveys were less positive than in previous quarters. This reflected additional workload and services pressures for the Complaints team and service managers and the impact on complaint handling performance.

Board Members were encouraged to hear about the improvement work being done in relation to Stage 2 complaints, plans to monitor progress and additional resource being funded to help manage outstanding complaints.

Ms Wilson gave reassurance, in reply to a query from a Member that where appropriate there was shared learning from complaints across the organisation. An Extreme team had been set up led by the Quality Improvement Lead for Patient Experience with the aim to further strengthen arrangements for shared learning. Ms Wilson confirmed in response to a question from a Member that she would consider the quality data being provided for leadership walkrounds, both positive and negative, to support a different conversation during these walkrounds.

**Outcome: Board Members noted the Patient Experience quarter 4 report and welcomed the plan to improve compliance with the 20 day target for stage 2 complaints**

### **6.3 Patient experience annual report 2022-2023 (100/2023)**

The Nurse Director, Ms Jennifer Wilson, presented the patient experience annual report for 2022-2023 which reported on compliance with the complaint handling process. The report was discussed in detail at the Healthcare Governance Committee meeting on 31 July 2023.

Ms Wilson highlighted the wide range of activity covered. There had been a significant increase in patient experience feedback, especially at the point of care, with information being used as soon as possible to help support improvement in clinical and ward areas and beyond. The report outlined improvement work in relation to equality and diversity, including a focus on continuing engagement with diverse communities; equally safe at work and violence against women. The report highlighted the positive work taking place through the volunteering work stream.

Board Members discussed the report and were encouraged by the positive work being done and areas for improvement being progressed.

**Outcome: Board Members noted the Patient Experience annual report for 2022-2023 and were assured by the activity reported.**

#### **6.4 Healthcare Associated Infection (HCAI) report (101/2023)**

The Nurse Director, Ms Jennifer Wilson, presented the HCAI quarter 4 report. The report had been scrutinised at the Healthcare Governance Committee meeting on 31 July 2023.

Ms Wilson highlighted performance against the following targets:

- Clostridium difficile infection (CDI) – the rate had decreased compared to the last quarter. The Board was within the 95% confidence interval and below the Scottish rate.
- Staphylococcus aureus Bacteraemia (SAB) – the rate had decreased compared to the last quarter. The Board was within the 95% confidence interval but above the Scottish rate. There had been analysis of all cases and the Infection Prevention and Control Team (IPCT) would continue enhanced surveillance and twice monthly meetings with the Consultant Biologist.
- Escherichia coli Bacteraemia (ECB) – the rate had decreased compared to the last quarter and had been on a downward trend since September 2021 which may be related to antimicrobial prescribing work taking place. Ms Wilson advised that some HCAI data had been incorrectly assigned as community acquired rather than hospital acquired. This coding error had been addressed but would impact on community ECB data and exception reports received earlier. There had been a significant reduction in ECB point of entry related to Hepatobiliary and Pyelonephritis.

The report outlined Estates and cleaning compliance; hand hygiene compliance; COVID-19 reporting requirements up to March 2023; and outbreak activity up to June 2023.

**Outcome: Board Members considered the HCAI data and noted the ongoing work within the organisation to reduce HCAI rates.**

#### **6.5 Quality and Safety Report - Paediatrics (102/2023)**

The Director for Acute Services, Mrs Joanne Edwards, provided an overview of performance and activity in relation to core measures of the Scottish Patient Safety Programme and the Excellence in Care programme within Paediatrics. The report had been discussed in detail at the Healthcare Governance Committee meeting on 5 June 2023.

Mrs Edwards provided an update for the following core measures:

- Unplanned admission to Paediatric Intensive Care Unit – while the number of unplanned admissions remained generally low, recent scrutiny of data suggested that numbers could be higher due to misinterpretation of the operational definition, with plans to explore this further.
- Paediatric Early Warning Score – Compliance had been steadily improving since March 2022.

- Watchers Bundle – The programme was suspended during the COVID-19 pandemic. Since re-introducing QI projects within the unit, improvement in practice and recording of information could now be demonstrated.
- Sepsis six bundle compliance – this was challenging as some elements were not undertaken, in particular for the consideration of Inotropes. Discussion was taking place at the Expert Reference Group to influence and help draft SIGN guidance for sepsis.

Board Members discussed the report and commended the positive way in which data was being used for improvement.

**Outcome: Board Members noted and were assured by the quality improvement and safety activity in paediatric services.**

## **6.6 Quality Strategy (103/2023)**

The Nurse Director, Ms Jennifer Wilson, presented the NHS Ayrshire & Arran Quality Strategy and the proposal to extend the Strategy period for a further two years from 2019-2022 to 2023-2025.

Ms Wilson assured Board Members that the strategy was moving in a positive direction and a significant amount of progress had been made in key areas such as increasing quality improvement capability and capacity and the success of the Ayrshire and Arran Improvement Foundation Skills course (AAIFS). The Board had also secured 18 month membership of the International Health Care Improvement European Alliance which would provide further opportunities both nationally and internationally. However, operational challenges during the COVID-19 pandemic and remobilisation had resulted in re-prioritisation of resources. It was proposed to extend the strategy to 2023-2025.

Ms Wilson reassured, in reply to a question from a Member, that the decision not to continue with the Values Management Approach aligned with the national approach and would not have a negative impact on the Board's quality improvement work. The Chief Executive emphasised that this important strategy was a key vehicle to support, develop skills and retain the workforce in planning future services.

**Outcome: Board Members approved the proposal to extend the Quality strategy to 2023-2025.**

## **7. Corporate Governance**

### **7.1 Board committees and Non-Executive membership (104/2023)**

The Head of Corporate Governance, Mrs Shona McCulloch, set out proposed updates to Board Committee membership. A review had been undertaken following the unplanned resignation of a Non-Executive Member at the end of May 2023. A Public Bodies appointment process was ongoing and pending Ministerial approval, a new Non-Executive Board Member would be appointed in late 2023.

Mrs McCulloch sought Board Members' approval for a derogation to enable the Staff Governance Committee, Remuneration Committee and Endowment Committee to each carry a member vacancy until a new Non-Executive appointment had been made.

Board Members were advised that Mr Adrian Carragher would step down as ACF Chair and Non-Executive Member on 17 August 2023. Dr Tom Hopkins would take over this role from 18 August 2023. Mr Ewing Hope had been re-appointed as Employee Director/Chair of Staff Side.

**Outcome: Board Members approved changes to Board Committee memberships and noted Appendices 1 and 2. Members approved the interim derogation to Committee Terms of Reference in regard to required membership.**

## **7.2 Corporate Parenting Strategy**

**(105/2023)**

The Nurse Director, Ms Jennifer Wilson, introduced Ms Laura Doherty, Project Manager for Infants, Children and Young People, Public Health, to present the NHSAA Corporate Parenting Strategy.

Ms Doherty provided an overview of the NHSAA Corporate Parenting Promise which set out a cross-cutting strategy to be progressed via three year action plans with specific measurable actions.

The report set out the proposed new NHSAA Corporate Parenting structure. Future governance reporting would be through the Integrated Governance Committee to reflect the Board's role not only to provide healthcare for these children and young people but more widely as an anchor institution for community wealth building to provide future employment opportunities. NHSAA was the first Board in Scotland to develop this collaborative approach and this had been recognised by Who Cares Scotland and the Scottish Government due to the potential for positive impact.

Ms Doherty highlighted the Board's high level vision and six areas of focus over the next ten years. This had been developed using local and national research, as well as feedback from children and young people and their families based on their journey and experience. It was proposed that short term action plans would be agreed in conjunction with children, young people and families to include their voice and participation. There was strong support for work being done by Health from participation leads from each of the three Ayrshire local authorities.

In reply to a query from a member, the Director for North Ayrshire HSCP, Ms Caroline Cameron, advised that Board Members had recently received a briefing giving context to the changes being made related to Child and Adolescent Mental Health Services (CAMHS) neurodevelopmental assessment. She advised that to align with changes to the national CAMHS specification, only young people presenting with a diagnosed mental health condition could receive a neurodevelopmental assessment from CAMHS. She reassured Members that collaborative work was being done at pace to put systems and pathways in place for young people who did not meet CAMHS referral criteria, with a view to launching the new service in early 2024.

Board Members discussed the Corporate Parenting Strategy and its congruity with other strategic priorities, for example, community wealth building, the Board's role as an anchor organisation and the Caring for Ayrshire strategy.

**Outcome: Board Members supported the organisation's approach and approved the Corporate Parenting strategy**

**7.3 Audit and Risk Committee (106/2023)**

The Committee Chair, Mrs Jean Ford, reported on key areas of focus and scrutiny at the meeting on 21 June 2023. The Chair presented the minute of the meeting held on 10 May 2023.

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

**7.4 Healthcare Governance Committee (107/2023)**

The Committee Chair, Ms Linda Semple, reported on key areas of focus and scrutiny at the meeting on 31 July 2023. The Chair presented the minutes of the meetings held on 24 April 2023 and 5 June 2023.

**Outcome: Board Members considered and noted the minutes and update.**

**7.5 Integrated Governance Committee (108/2023)**

The Board Chair reported on key areas of focus and scrutiny at the meeting on 31 July 2023 and presented the minute of the meeting held on 11 May 2023. The Chair also presented the Committee's updated Terms of Reference for Members' approval, which now included Corporate Parenting within duties of the committee.

**Outcome: Board Members considered and noted the minute and update. Members approved the updated Terms of Reference.**

**7.6 Staff Governance Committee (109/2023)**

The interim Committee Chair, Mr Ewing Hope, reported on key areas of focus and scrutiny at the meeting on 7 August 2023 and presented the minute of the meeting held on 9 May 2023.

A member raised a query in regard to discussions at Staff Governance Committee on recruitment difficulties for specialist posts in Infrastructure and Support Services (ISS). The Director of ISS, Ms Nicola Graham, outlined collaborative work taking place across West of Scotland (WoS) Boards to recruit to specialist roles and digital developments through the WoS development team. The Chief Executive also outlined a new approach to system working that is being launched as an innovation programme for Ayrshire and Arran. NHS Ayrshire & Arran, with system partners from Police Scotland, Scottish Ambulance Service, Fire and Rescue Service, Education and the three Ayrshire local authorities have joined forces to look for shared opportunities for innovation and change together.

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

**7.7 Area Professional Committees (110/2023)**

The Area Clinical Forum (ACF) Chair, Mr Adrian Carragher, presented the Area Professional Committee annual reports to give assurance on work being progressed by the committees.



Mr Carragher highlighted common themes that had emerged related to the need for early engagement and input with the Professional Committees when the Board was planning key strategic areas of work, to allow the Committees to have an effective role in providing professional advice and guidance. Challenges existed for some professions wishing to contribute to the strategic agenda, for example, around workforce.

Mr Carragher highlighted the positive areas that the ACF and Professional Committees had been involved in during the year. He highlighted particularly the work to improve independent contractors' access to the Clinical Portal and related developments which would allow them to access up-to-date clinical information when providing patient care.

The Medical Director, Dr Crawford McGuffie, underlined that the Professional Committees were critical to the Board and their clinical voice was important in taking forward clinically led reform. He thanked Mr Carragher for his skill and determination as ACF Chair in helping drive forward the ACF and Professional Committees.

**Outcome: Board Members noted the annual reports and were assured of the progress of the committees.**

## **8. Service**

### **8.1 Investing in the future – Tackling child poverty (111/2023)**

The Director of Public Health, Mrs Lynne McNiven, introduced a report on child poverty issues and invited Ms Michelle Kennedy, Infant, Children and Young People's Transformational Change Programme Manager, to present the report.

Members were advised that child poverty levels in Ayrshire and Arran were high. In 2019/20, North, East and South Ayrshire each had a higher percentage of children living in relative poverty than the Scottish average. In 2019/20 there were over 69% of children in Scotland in relative poverty after living costs.

The Local Child Poverty Action Report outlined mitigating actions being taken by NHSAA and local authorities which aimed to tackle child poverty. Good progress had been made over the last year. Child poverty work was closely linked to Community Wealth Building, the Board's role as an anchor organisation, and work to promote mental health and wellbeing and financial inclusion.

Board Members welcomed the report and while there was concern at the level of child poverty locally, Members were encouraged by the work being done and how this was closely linked to the board's strategic objectives. It was recognised that some board staff could fall into a position where their household may be experiencing child poverty. Members underlined the important role of staff wellbeing hubs and signposting staff to benefits and support available.

**Outcome: Board Members noted the report and were assured that the Board was meeting its statutory obligations.**

## 8.2 HMP Kilmarnock Health Needs Assessment (HNA)

(112/2023)

The Director of Health and Social Care for East Ayrshire, Mr Craig McArthur, introduced the report on the recommendations of the HNA and invited Ms Marion MacAulay, Head of Children's Health, Care and Justice Services and Chief Social Worker at East Ayrshire Health and Social Care Partnership to present. The recommendations had been considered and approved by East Ayrshire Integration Joint Board (IJB) on 21 June 2023.

Ms MacAulay set out the background and findings of the HNA which had been undertaken by a multi-agency group. The report outlined the 27 recommendations which covered a range of areas. An action plan had been developed with implementation of some of the actions to be led by the Health team, with other actions related to the wider wellbeing of those in the care of the prison to be led by key partners. There were specific recommendations related to changes in the skills mix and staffing arrangements to enhance and improve delivery of healthcare and improve outcomes for those in the care of the prison. The report also set out implications of the Scottish Prison Service (SPS) taking management of the prison in March 2024 and the need to develop the physical facilities.

The Nurse Director, Ms Jennifer Wilson, reassured Members that the Nursing leadership team had been working with Ms MacAulay to develop strong professional leadership and supervision in the prison, particularly in mental health and in managing chronic long term conditions. Consideration was being given to how the Nursing, Midwifery and Allied Health Professions strategy could support nurses to thrive in this environment and make it a more rewarding and attractive place to work and contribute to prisoners' health and wellbeing.

Members noted the challenges and constraints in providing healthcare in this environment. Members recognised the good work being done by the East Ayrshire HSCP and operational teams and were reassured by the action plan and areas being taken forward. Mr McArthur reassured members that he would continue to raise the challenges faced due to the physical healthcare environment.

The Board Chair advised that discussion would take place in regard to IJB monitoring of the improvement plan and how this would be fed back through the Board's governance structure.

**Outcome: Board Members noted the recommendations of the HMP Kilmarnock Health Needs Assessment.**

## 8.3 Nursing, Midwifery and Allied Health Professions (NMAHP) Strategy 2022-2023

(113/2023)

The Nurse Director, Ms Jennifer Wilson, presented the NMAHP Strategy 2023-2026.

Ms Wilson advised that the strategy had been developed in partnership with NMAHP colleagues and following agreement by NMAHP representatives, was launched on 19 April 2023. The report set out the agreed areas of focus for the first 12 months and plans to monitor progress towards implementation. The strategy's launch was the beginning of a journey for NHSAA to be recognised as a Magnet® Status organisation. This programme provided a roadmap to nursing excellence which would benefit the whole organisation.

Board Members commended the collaborative approach adopted in developing the strategy and priorities identified. Members acknowledged that within NMAHP teams there was variation in protected time for mandatory training and professional development. The Employee Director, Mr Ewing Hope, advised that Agenda for Change negotiations had completed in March 2023 and a workforce group had been set up which was meeting fortnightly to review protected time across the board for nursing and other professions.

Ms Wilson reassured Members that NHSAA was committed to delivering the strategy and supporting professional practice and the ability of staff to carry out their professional roles, such as clinical supervision, which would be essential for the NMAHP workforce to move forward. The strategy aligned with work being taken forward by the Scottish Government Nursing and Midwifery Taskforce Group.

**Outcome: Board Members endorsed the NMAHP strategy for 2023-2026.**

#### **8.4 Redesign of systemic anti-cancer treatment (SACT) delivery (114/2023)**

The Director of Finance, Mr Derek Lindsay, provided an update on the outcome of the public consultation on the redesign of SACT delivery in Ayrshire and Arran. The consultation ran from 13 February 2023 to 19 May 2023.

As previously discussed at Board, during the initial COVID 19 response it was necessary for our SACT service to adapt very quickly to develop a high quality and safe pathway of care for our patients and staff. This resulted in moving the inpatient beds from Station 15, University Hospital Ayr (UHA) to University Hospital Crosshouse (UHC) and relocating the outpatient service delivered at UHA to a repurposed (Kyle) unit on Ailsa Hospital campus, Ayr. This repurposed facility is larger than the original ward and includes outpatient day services, bed based care and support services for patients. 80% of all day case cancer therapy care for patients with a postcode in the University Hospital Ayr catchment is provided from Ailsa Hospital, Ayr.

The consultation explained the changes that have taken place within NHSAA SACT during the pandemic and sought views and feedback from people on the proposal to maintain this service model, in line with the regional West of Scotland service delivery plan. The consultation explained what would and would not be consulted on and focused on the proposal to retain the Kyle Chemotherapy Unit at Ailsa Hospital campus, Ayr.

Healthcare Improvement Scotland – Community Engagement (HIS-CE) had confirmed they were satisfied with the consultation process. A final response was awaited from the Scottish Health Council and once their feedback had been received, a report would be presented to a future Board meeting seeking approval to make these changes permanent.

The Medical Director, Dr Crawford McGuffie, highlighted that there had been positive feedback from patients, relatives and staff in Kyle Ward on the changes made. Elected Members had visited the facilities on several occasions with overall positive feedback received. The Chief Executive thanked the Engagement Team for the work done and welcomed the consultation's positive outcome.

**Outcome: Board Members noted the outcome of the consultation on the redesign of SACT services.**

## 9. Performance

### 9.1 Performance Report (115/2023)

The Director of Transformation and Sustainability, Mrs Kirstin Dickson, presented a revised format of the NHSAA performance format. The new format had considered recommendations from the Board “Data Short Life Working group”, which was established by the Board Chair and the report had been refined in consultation with the Board Chair, Vice Chair and planning team to provide information and data which would enable scrutiny and monitoring of performance and enable challenge on areas of concern. This main high level summary report focused on performance in the following service areas:

#### Planned Care

- Performance against the 12 week national target for New Outpatients remained below target and had fallen for the third consecutive month in June 2023.
- In June 2023, NHSAA remobilised 97% of all New Outpatient activity compared to June 2019, exceeding the 95% local Annual Delivery Plan (ADP) target.
- The number of New Outpatients waiting longer than 12 months had been increasing since the end of March 2023, with 18 and 24 month waits remaining level.
- Compliance against the 12 week national target for Inpatient/Daycases had reduced for the second consecutive month at June 2023 and despite being below the 95% target, the overall total waiting list continued on an overall downward trend.
- In June 2023, NHSAA remobilised 92% of all Inpatient/Daycase activity compared to June 2019, surpassing the local ADP target.
- The number of Inpatient/Daycases waiting longer than 18 months had fallen in the three weeks up to 30 June 2023.

#### Musculoskeletal (MSK)

- Compliance in relation to the national 4 week target for MSK waiting times remains at around 37% at June 2023, below the target of 95%.

#### Diagnostics

- Performance against the 6 week national target for Imaging had been decreasing since January 2023 due to a continued increase in the number of Non-Obstetrics Ultrasound waits. At June 2023, compliance showed a slight increase, which coincided with a decrease in Non-Obstetric Ultrasound waits at June 2023.
- Following an improving trend in performance, compliance against the 6 week national target for Endoscopy continued to remain below target and had shown a reduction at June 2023. Compliance was, however, within the normal variation limits.

#### Cancer

- Performance against the 62-day Cancer target reached a two year high of 91% in May 2023 and while not meeting the national target of 95%, compliance levels exceeded the local ADP trajectory.

- Performance in relation to the 31-day Cancer target continued to meet the 95% target.

#### Mental Health

- Drug and Alcohol Treatment services continued to exceed the national target.
- At June 2023, performance for Psychological Therapy waiting times had shown an improvement but remained below target and the local ADP trajectory had not been met. Performance was still within normal variation limits.

#### Urgent Care

- In June 2023, 90% of patients who contacted Ayrshire Urgent Care Service (AUCS) did not require attendance at the front door and received alternative pathways of care.

#### Emergency Department (ED)

- Unscheduled ED attendances between January and June 2023 were at similar levels to the same period in 2022.
- Compliance against the ED 4-hour standard continued on an increasing trend, however, was within normal variation limits. Performance remained below the 95% national target.
- In June 2023, the number of 12 hour breaches in ED at University Hospital Crosshouse fell to their lowest level since July 2021, with 214 breaches. However, the number of breaches at University Hospital Ayr reached their highest level, with 369 breaches.

#### Delayed Transfers of Care

- In May 2023, the total number of delayed transfers of care reached their highest level in 2023, with the numbers rising for a second consecutive month. The majority of delays remain in South Ayrshire HSCP.
- Bed days occupied due to a delayed discharge had also increased in May 2023 but remained within normal variation limits.

To enhance intelligence and understanding of these key areas of Performance, trend charts, including control charts (where appropriate) and also improvement plans, were provided for the above areas in Appendix 1 of the report.

Board Members discussed the report and noted the Board's variable performance, with improvements being made in some areas and further progress required in others. Members specifically highlighted Endoscopy waiting time performance and noted the low clinical uptake of colon capsule and cytosponge endoscopy. This would be discussed further at the Performance Governance Committee to consider how NHSAA benchmarked against other Board areas.

Board members welcomed the new format and how the data was presented. Members were asked to provide feedback or suggestions for improvement outside the meeting.

**Outcome: Board Members discussed performance and were assured of the management and provision of unscheduled and planned care.**

## 9.2 Financial Management Report for Month 3

(116/2023)

The Director of Finance, Mr Derek Lindsay, provided a report on the Board's financial position to 30 June 2023. He advised that the first Scottish Government allocation letter had been received in July 2023, with the total amount allocated being £891 million. Appendix 2 of the report detailed items for which funding had been received and anticipated allocations.

Mr Lindsay advised that the Board had set a deficit budget of £56.4 million for 2023-2024 on 28 March 2023. The overspend at Month 3 was £14 million. The Scottish Government was keen that the Board should improve on the planned deficit budget. Mr Lindsay clarified in reply to a query from a Member that the Board's target deficit budget of £56.4 million had not changed. While the Board's aspiration was to reduce the deficit budget to £46.4 million, the current projection was around £50 million overspend and the position was subject to change.

The main areas of overspend were in acute services, mostly related to nursing and medical workforce pay costs due to unfunded beds that had been opened during the COVID-19 pandemic and which remained open during the year. Mr Lindsay advised that while some progress had been made in the closure of unfunded beds, there had been some delays. It was anticipated that £9 million would be spent on unfunded beds during the year, which was higher than the £6 million forecast.

Mr Lindsay reported that good progress had been made over the last few months to reduce nursing agency spend which continued to show a downward trend in July 2023. This followed focused work to reduce the use of premium non-framework agencies. In addition, the Board had employed newly qualified nurses to fill some vacancies. It was expected that the overall nursing agency spend would continue to reduce during the year.

Appendix 3 of the report detailed cash releasing efficiency savings (CRES), with £9.6 million CRES planned during the year. Mr Lindsay reported that it was projected that the Board would achieve around £9.3 million, as detailed in the report.

The Director of Transformation and Sustainability, Mrs Kirstin Dickson, advised in reply to a query from a member, that Caring For Ayrshire (CFA) funding allocations were received non-recurringly and it was not guaranteed that the Board would continue to receive this funding. The Board was meeting regularly with Scottish Government colleagues to keep them apprised as the CFA strategy progressed and to maintain their support in regard to financial allocation. The CFA allocation received had been split to build in-house programme management capacity, with some short term external support to provide the skills and expertise required.

In response to a query from a member, the Director of Health and Social Care, North Ayrshire, Ms Caroline Cameron, clarified that the report showed the financial position for the HSCPs for the first quarter of the year. The full integrated budget for the HSCP would be presented at the next IJB meeting for discussion.

**Outcome: Board Members noted the Board's financial position to 30 June 2023.**

### 9.3 Whistleblowing quarter 1 report

(117/2023)

The Nurse Director, Ms Jennifer Wilson, provided whistleblowing information for quarter 1. The report was discussed in detail at the Staff Governance Committee meeting on 7 August 2023.

Ms Wilson reported that there had been no concerns raised as whistleblowing in quarter 1. Six contacts were made to the Speak Up Mailbox and phone number during quarter 1 which did not meet whistleblowing criteria and the report detailed how these were subsequently progressed. The report also provided details of investigations closed and improvement action plans put in place where appropriate.

Board Members were advised that following a robust internal process, new Confidential Contacts (CCs) had been identified from across the organisation and an induction was taking place. The CCs would work closely with Speak Up Advocates. Speak Up Advocates had held a development session at Fullarton ConneXions, Irvine, on 15 June 2023 and future sessions would be arranged.

Ms Wilson advised that at the end of June 2023, 65% of managers had completed the relevant Turas training modules. This was a significant increase which demonstrated the Board leadership's commitment to the whistleblowing process. Communications on whistleblowing continued to be refreshed via the Daily Digest.

The Whistleblowing Champion, Dr Sukhomoy Das, formally thanked the current CCs for the work they had done and welcomed the new CCs.

**Outcome: Board Members noted the whistleblowing information for quarter 1 and supported the appointment of new whistleblowing Confidential Contacts.**

### 9.4 Whistleblowing annual report 2022-2023

(118/2023)

The Nurse Director, Ms Jennifer Wilson, presented the whistleblowing annual report for 2022-2023 and highlighted key areas:

- All concerns raised as whistleblowing, whether anonymous or named, were now reviewed by the whistleblowing decision team prior to being taken forward for investigation.
- A process had been established through procurement to support the recording of concerns from suppliers, including nil returns, on a quarterly basis.
- To date 62% of managers had accessed and completed the Turas Learn modules.
- The first national Speak Up week had taken place in 2022 with 2023 Speak Up Week planned for October 2023.
- The report included plans for 2022-2023 to deliver improvements from the review of whistleblowing processes at the end of year 2 to ensure best practice and good governance for whistleblowing arrangements.

The Whistleblowing Champion, Dr Sukhomoy Das, reassured members that while the whistleblowing process was relatively new and learning was still taking place, data provided in the report indicated that the Board was moving in the right direction.

**Outcome: Board Members noted the whistleblowing annual report for 2022-2023.**

## **10. Decision/Approval**

### **10.1 NHS Ayrshire & Arran Annual Delivery Plan (ADP) (119/2023)**

The Director of Transformation and Sustainability, Mrs Kirstin Dickson, presented the Board's ADP for approval.

Mrs Dickson advised that all NHS Boards were required to submit an ADP 2023-2024 to the Scottish Government. Following discussion at several Board sessions, the draft ADP was shared with Board Members in June 2023 and was submitted to the Scottish Government for consideration on 7 July 2023. On 31 July 2023, the Board had received a letter from the Scottish Government recommending that the plan now be presented to the Board for approval.

Board Members received assurance that the plan had been developed collaboratively with partners and set out the Board's expectations and deliverables in a variety of service areas. Engagement had taken place with the Scottish Government on what the Board proposed to deliver during the year. Following approval, the ADP would be monitored and quarterly updates provided to the Scottish Government. Progress in delivering the plan would also be reported through the Board's Performance Governance Committee.

**Outcome: Board Members approved the NHSAA annual delivery plan and this would be published on the Board's website.**

## **11. For information**

### **11.1 Board briefing (120/2023)**

Board Members noted the content of the briefing.

### **11.2 East Ayrshire Integration Joint Board (121/2023)**

Board Members noted the minute of the meeting held on 29 March 2023.

### **11.3 North Ayrshire Integration Joint Board (122/2023)**

Board Members noted the minute of the meeting held on 11 May 2023.

### **11.4 South Ayrshire Integration Joint Board (123/2023)**

Board Members noted the minutes of the meetings held on 15 March 2023 and 17 May 2023.



**12. Any Other Competent Business**

**(124/2023)**

There was no other business.

**13. Date of Next Meeting**

The next public meeting of the NHS Ayrshire & Arran Board will take place at 9.30 am on Monday 9 October 2023

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.

Signed by the Chair



9 October 2023

Lesley Bowie  
Chair – Ayrshire and Arran NHS Board