

**Ayrshire and Arran NHS Board**  
**Minutes of a public meeting on Monday 9 October 2023**  
**Hybrid meeting – Room 1 Eglinton House and MSTeams**

Present:	<p>Non-Executive Members:</p> <p>Mrs Lesley Bowie, Board Chair  Ms Sheila Cowan, Vice Chair  Dr Sukhomoy Das  Miss Christie Fisher  Mrs Jean Ford  Mr Ewing Hope  Dr Tom Hopkins  Cllr Lee Lyons  Mr Marc Mazzucco  Mr Neil McAleese  Cllr Douglas Reid – attended part of meeting  Ms Linda Semple  Mrs Joyce White</p> <p>Executive Members:</p> <p>Dr Crawford McGuffie (Deputy Chief Executive/Medical Director)  Mr Derek Lindsay (Director of Finance)  Mrs Lynne McNiven (Director of Public Health)  Ms Jennifer Wilson (Nurse Director)</p>
In attendance:	<p>Ms Sally Amor (Public Health Consultant) Item 8.1  Ms Caroline Cameron (Director Health and Social Care, North Ayrshire)  Mrs Vicki Campbell (Head of Primary Care and Urgent Care Services)  Mrs Kirstin Dickson (Director of Transformation and Sustainability)  Mrs Joanne Edwards (Director of Acute Services)  Mr Tim Eltringham (Director Health and Social Care, South Ayrshire)  Mr Darren Fullarton (Associate Nurse Director, North Ayrshire Health and Social Care Partnership) item 6.4  Ms Rachel Graham (Planning and Performance Coordinator, South Ayrshire Health and Social Care Partnership) item 9.4  Dr Peter Maclean (Clinical Director, Cancer Services) item 10.1  Mr Craig McArthur (Director Health and Social Care, East Ayrshire)  Ms Nicola Graham (Director of Infrastructure and Support Services)  Ms Sarah Leslie (Human Resources Director)  Mrs Shona McCulloch (Head of Corporate Governance)  Mrs Angela O'Mahony (Committee Secretary) minutes</p>

The Board Chair formally welcomed Dr Tom Hopkins who was attending his first Board meeting as a Non-Executive Board Member since taking on the role of Area Clinical Forum Chair on 18 August 2023. Dr Hopkins is Co-Chair of the Area Medical Professional Committee and Chair of the Hospital Sub Committee.

## 1. Apologies

Apologies were noted from Ms Claire Burden and Cllr Marie Burns.

## 2. Declaration of interests (125/2023)

Mrs Jean Ford declared a standing interest in relation to item 7.6, Medical Education Governance annual report 2022-2023, as a Non-Executive Director at NHS Education for Scotland.

## 3. Minute of the meeting of the NHS Board held on 14 August 2023 (126/2023)

The minute was approved as an accurate record of the discussion subject to the following change being made:

**Item 8.4, Redesign of systemic anti-cancer treatment delivery, paragraph two, last sentence** – this should have read as follows:

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.

## 4. Matters arising (127/2023)

### 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. There was one action in progress related to HMP Kilmarnock Health Needs Assessment, to discuss IJB monitoring of the improvement plan and how to feedback through the Board's governance structure. An update would be provided for the December 2023 Board meeting.

## 5. Chief Executive and Board Chair report

### 5.1 Chief Executive's report (128/2023)

- The Deputy Chief Executive, Dr Crawford McGuffie, advised that NHS Ayrshire & Arran's Annual Review meeting took place on 4 September 2023 with the Minister for Social Care, Mental Wellbeing and Sport, Ms Maree Todd, and the Director General of NHS Scotland, Ms Caroline Lamb. This was the first annual review meeting held in person since the COVID-19 pandemic. The annual review covered the Board's performance in 2022-2023 which had been dominated by the impact of the COVID-19 pandemic. The Review had been positive overall with good feedback received and further interest shown in the Caring for Ayrshire programme and support for the Board's ambitions for whole system working. There had been positive meetings with the Area Partnership Forum and Area Clinical Forum, as well as a public session. Following the annual review a formal reply was awaited from the Scottish Government.
- Our mid-year review had taken place with colleagues from Scottish Government, with a focus on recovery, finance and performance. NHS Scotland supported the collaborative whole system work taking place to ensure high quality care for Ayrshire citizens.
- The NHS Ayrshire & Arran (NHSAA) winter vaccination programme had commenced on 4 September 2023 following a risk based approach to priority groups. There were mass vaccination clinics for the public and whole system

drop-in arrangements for the Health and Social Care Partnerships, Primary Care and Care at Home staff. Flu vaccination had begun for prisoners and prison staff. The service had visited Arran over three weekends in September 2023. Care home vaccinations commenced 9 October and would continue at scale up to the end of October until completed.

- Healthcare Improvement Scotland (HIS) had carried out an announced safe delivery of care inspection visits to University Hospital Ayr (UHA) and University Hospital Crosshouse (UHC) in July 2023. HIS had published visit reports in early October 2023. Dr McGuffie highlighted positive feedback received from HIS on good work being done at both sites as well as areas for improvement which the Board would take forward. Board Members were encouraged to hear that patient and visitor feedback was complimentary of staff and the care provided.

## **5.2 Board Chair's report**

**(129/2023)**

- Interviews had taken place for the current Non-Executive Board Member vacancy. An appointable candidate had been identified and the Cabinet Secretary's approval had been sought for this appointment. It was hoped that the new Non-Executive would take up post in early December 2023.
- Chairs of territorial and national boards attended the NHS Board Chairs' national event on 14 and 15 September 2023. The overarching theme was sustainability, covering finance, climate and workforce. The Director General for NHS Scotland, the Minister for Social Care, Mental Wellbeing and Sport and the Minister for Public Health and Women's Health joined the morning session on 15 September. This event had provided the opportunity for valuable discussion and a number of outputs had been agreed.
- Menopause awareness month – menopause awareness day would take place on 18 October 2023, with a focus on cardiovascular health. There would be a photo opportunity at the end of the Board meeting for those wishing to take part and show their support.
- 16 Days of Action - White Ribbon Pledge Signing – The Board Chair advised that the Board would be working in partnership with each of the Violence Against Women Partnerships across Ayrshire to raise awareness of violence against women at a local level and provide opportunities to sign the White Ribbon Pledge. The campaign would begin on 25 November, the International Day for the Elimination of Violence against Women, and run until 10 December 2023, Human Rights Day. Board Members were invited to sign the Pledge and take part in a photo opportunity following the Board meeting to show their support.

## **6. Quality**

### **6.1 Patient story**

**(130/2023)**

The Director for Acute Services, Mrs Joanne Edwards, presented the patient story on Kirsty's experience during and following a Cerebral Venous Sinus Thrombosis Stroke (CVST) and her treatment and rehabilitation journey. Kirsty received excellent patient centred care and she was very grateful to everyone who supported her on her rehabilitation journey. Kirsty wished to share her story to let people know that there can be a successful outcome following a stroke with the appropriate support in place.

Board Members were pleased to hear about Kirsty's positive experience and the excellent care she had received. The Nurse Director, Ms Jennifer Wilson, agreed in

reply to a suggestion from a Member that further opportunities would be considered, in addition to the improvement work already taking place in response to both positive and negative patient stories, to maximise learning and further enhance patient care.

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

## **6.2 Patient experience report**

**(131/2023)**

The Nurse Director, Ms Jennifer Wilson, presented the patient experience feedback and complaints information for quarter 1 2023-2024. The report had been discussed in detail at Healthcare Governance Committee on 11 September 2023.

Ms Wilson reported that Stage 1 concerns had continued to drop slightly compared to the last quarter. Stage 2 complaints had increased compared to the last quarter and the position would continue to be monitored closely to identify any trends. Performance in responding to Stage 1 concerns was above the target at 85%. However, Stage 2 performance had continued to reduce, with 35% of complaints being responded to within 20 working days. A recovery plan had been put in place to improve Stage 2 complaint handling performance and progress would be monitored closely through the Healthcare Governance Committee. Acute Services had also put in place an improvement plan for out of time complaint handling performance.

Ms Wilson updated that unverified data indicated that out of time complaint handling performance had improved following the improvement plan put in place and an update would be provided at a future Board meeting.

Board Members received assurance that despite the drop in performance in responding to Stage 2 complaints, the quality of complaint responses had been maintained and this was reflected in Scottish Public Services Ombudsman (SPSO) data, with a minimum of complaints going on to be investigated. As detailed in the report, the top theme for Stage 1 concerns was waiting times and for Stage 2 complaints it was clinical treatment and communication.

The report provided details of feedback received. Ms Wilson commended the good work being done by volunteers in seeking patient feedback through inpatient survey. One area for learning identified related to noise at night affecting patient stay and improvement work was being done around this. There had been a drop in complainant satisfaction as a result of reduced Stage 2 complaint handling performance and the team continued to engage with complainants.

The Director for Acute Services, Mr Joanne Edwards, advised in reply to a query from a Member that the Board's Head of Health Records was involved in a national group looking at patient communication in relation to waiting times. Draft national guidance had recently been published for patient communication to give assurance in regard to waiting times and NHSAA and other Boards had provided feedback. It was hoped to have new patient communication in place by the end of October 2023.

Ms Wilson reassured members, in reply to a question from a Member, that a range of resources was available to support staff to manage complaints, including SPSO training, staff wellbeing and support provided by the staff care team, as well as other resources depending on the staff member's individual support needs. Investment had been made in two new Complaint team members to support the complaint

handling process, including collation of responses to reduce pressure on clinical teams.

In response to a query from a Member about benefits of charts showing a moving average, Ms Wilson advised that the Board required to provide data to align with the national complaint handling process. The Non-Executive and Ms Wilson would pick up a conversation offline re chart data.

Ms Wilson advised in reply to a query from a Member that the Director of Infrastructure and Support Services had offered to look at the complaint handling process to identify any opportunities for automation as part of improvement work.

**Outcome: Board Members noted the patient experience feedback and complaints information for quarter 1 of 2023-2024. Members noted the update on progress with the complaint handling recovery plan and were assured by actions being taken to improve Stage 2 complaint handling performance.**

### **6.3 Healthcare Associated Infection (HCAI) report (132/2023)**

The Nurse Director, Ms Jennifer Wilson, presented a themed report on compliance with the Infection Prevention and Control (IPC) Standards 2022 and progress with the associated improvement action plan to date. The report was scrutinised at the Healthcare Governance Committee meeting on 11 September 2023.

Board Members were advised that an error had been noted in relation to Escherichia coli Bacteraemia community data reporting and updated figures were included within the report. The reason for this incorrect assignment had been identified and corrective action taken to prevent recurrence. Collaborative work took place with Antimicrobial Resistance and Healthcare Associated Infection (ARHAI) Scotland to ensure the accuracy of Quarter 2 information. There were no other changes to the HCAI data presented at the last Board meeting as Quarter 1 data was not yet available and would be provided at the next Board meeting.

Ms Wilson provided an update on the improvement actions being taken on delivery of the HCAI Standards. A Quality and Safety Strategic Group had been established, chaired by the Deputy Nurse Director, to facilitate sharing of the improvement action plan and any education and learning needs. There were some challenges related to IPC team capacity particularly moving towards winter and resource required for COVID-19 and other outbreaks. An open and prioritised approach was being adopted in relation to HCAI Standards and areas of work that may need to be postponed until winter pressures reduce.

The report provided a detailed update on outbreaks and incidents, key learning identified from each outbreak and actions in place to ensure learning, with progress being monitored through the IPC team.

**Outcome: Board Members considered and noted the HCAI report.**

### **6.4 Quality and Safety report – Mental Health (MH) (133/2023)**

The Director of Health and Social Care for North Ayrshire, Ms Caroline Cameron, introduced the report and invited the Associate Nurse Director and Lead Nurse for

NAHSCP, Mr Darren Fullarton, to present. The report had been discussed in detail at the Healthcare Governance Committee meeting on 11 September 2023.

Mr Fullarton provided an update on progress with the following core measures of the Scottish Patient Safety Programme (SPSP) MH Collaborative and the Excellence in Care (EiC) programme

SPSP MH Collaborative:

- Rates of incidents of physical violence
- Rates of incidents of restraint
- Rates of incidents of self-harm

Four wards locally were participating in the Collaborative. These wards had seen ongoing significant demands and pressures over the last six months. While this had impacted on the ability to consistently focus on this work, the teams continued with improvement activities. HIS had extended the Collaborative from April 2023 to August 2023 to reflect the needs of pilot sites across Scottish Boards.

EiC:

- In-Patient Falls Rate
- In-Patient Pressure Ulcer Rate
- Food, Fluid and Nutrition
- Establishment Variance
- Supplementary Staffing
- Predictable Absence
- Quality Management Practice Learning Environment (QMPLE)

Locally, EIC data was submitted on a monthly basis to Public Health Scotland, and could be accessed via the Care Assurance and Improvement Resource for assurance and triangulation of data.

Mr Fullarton highlighted the focus on increasing quality improvement (QI) capacity within MH services; the revised improving observation practice national guidance being piloted in Ward 10; and the national and local work related to the definition of seclusion, as outlined in the report.

Board Members discussed and commended the range of good work taking place within Mental Health in spite of significant service demands and increased patient acuity.

Mr Fullarton explained in reply to a query from a Member that as HIS had paused reporting of SPSP data before the COVID-19 pandemic, it was not possible to benchmark local performance against other Board areas and this had been raised with HIS. Board Members emphasised the importance of benchmarking data to measure performance going forward. Mr Fullarton advised that discussion was taking place with MH leads from other Boards to consider what other measures could be included to allow the range of positive therapeutic work being done to be captured.

Members noted that the Audit Scotland (AS) national report on Adult Mental Health had recently been published which set out key areas related to funding, access, including Psychological Therapies and CAMHS waiting times, information to

measure quality of care and progress with the MH Strategy 2017-2027. The AS report had been presented at Audit and Risk Committee on 27 September 2023 and would be discussed in detail by NAIJB as the Lead Partnership for MH services.

**Outcome: Board Members noted the quality improvement and safety activity in terms of SPSP MH and EIC in NHSAA.**

## **7. Corporate Governance**

### **7.1 Board meeting dates (134/2023)**

The Head of Corporate Governance, Mrs Shona McCulloch, presented proposed Board meeting dates for 2024-2025 for approval. The dates followed a similar pattern to meeting dates in 2023-2024. Due to clashes with National Board Chairs' meetings, some meetings would take place on a Tuesday.

**Outcome: Board Members agreed the NHSAA Board meeting dates for 2024-2025.**

### **7.2 Healthcare Governance Committee Minutes (135/2023)**

The Committee Chair, Ms Linda Semple, provided a report on key areas of focus and scrutiny at the meeting on 11 September 2023. The Chair presented the minute of the meeting held on 31 July 2023.

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

### **7.3 Information Governance Committee (136/2023)**

The Committee Chair, Mr Marc Mazzucco, provided a report on key areas of focus and scrutiny at the meeting on 18 September 2023. The Chair presented the minute of the meeting held on 2 May 2023.

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

### **7.4 Performance Governance Committee (137/2023)**

The Committee Chair, Ms Sheila Cowan, provided a report on key areas of focus and scrutiny at the meeting on 7 September 2023. The Chair presented the minute of the meeting held on 9 May 2023.

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

### **7.5 Medical Education Governance Group (MEGG) annual report 2022-2023 (138/2023)**

The Deputy Chief Executive and Medical Director, Dr Crawford McGuffie, presented the MEGG annual report to give assurance of the progress of medical education training in 2022-2023. Dr McGuffie highlighted the following key areas:

- The Board had an excellent reputation for Undergraduate Medical Education, with outstanding feedback received and reported to NHS Education for Scotland (NES) for all acute sites involved in medical student teaching. The Scottish

Government funded expansion of medical school places has been supported by the Board through re-investment of Additional Cost of Teaching (ACT) funding received for teaching activities. This included the purchase of additional medical student accommodation in Kilmarnock and recruitment of a Quality Improvement advisor for Medical Education.

- Improvements to training in NHSAA had led to the Medicine department at UHC successfully exiting the GMC enhanced monitoring process. However, challenges continue with Medicine at UHA which remained under GMC enhanced monitoring as a result of issues related to continued workforce needs on the site, including full recruitment to training and trainer (consultant) posts, and progress continued to be made.
- The Clinical Teaching and Development Fellow programme continued to be successful, expanding to over 100 doctors in the last year, including recruitment of international candidates.
- For the annual GMC and Scottish trainee surveys, the Board was satisfactory in the majority of specialties, with feedback demonstrating that GMC standards are being met. A number of specialties were identified by NES as high performers in either one or both surveys. One department had shown low performance and an improvement plan had been put in place.
- A NES quality management visit had taken place in General Surgery at UHA and Paediatrics at UHC. These visits had identified positive aspects as well as requirements linked to GMC training standards. The report described progress against improvement actions being taken in response. The Board's staff wellbeing facilities were positively highlighted as good practice during these visits.

Board Members were encouraged by this positive report and improvements made over the last year in spite of significant service pressures. Members recognised the challenge related to availability of trainers. Dr McGuffie reassured that the Board is committed to delivering the best medical workforce and to continue to invest in Clinical Fellows and develop the workforce. Dr McGuffie acknowledged in reply to a query from a Member that the Board was struggling with a number of issues related to its ageing estate, in particular for inpatient services, and this could have a negative impact on medical workforce recruitment.

**Outcome: Board Members noted the MEGG annual report 2022-2023 and were assured of the progress of medical education training in NHSAA.**

## **8. Service**

### **8.1 Director of Public Health – A life-course approach to understanding (139/2023) Mental Health Report**

The Director of Public Health, Mrs Lynne McNiven, introduced the report and invited Ms Sally Amor, Public Health Consultant, to present.

The report set out the high levels of mental health need and mental illness/disorder within the communities of NHSAA, the impact for individuals, families and communities and the challenges for services responding to needs and risks through provision of treatment and care services.



Ms Amor outlined the principle of an informed approach to mental health and to create a narrative in relation to an individual's life experiences and how these could shape and inform their mental health. The report set out what a life-course approach to mental health offers to population and individual mental health wellbeing and to understand this as a resource for life that could ebb and flow and be supported when times are tough.

The Scottish Government had recently published a new Mental Health Strategy which underlined the need for a prevention and early intervention approach tackling poverty and inequality, and the importance of undertaking person centred and whole family approaches. The strategy set out the need for increased community based support and services and for long term funding for mental health and services, including those in the third sector, and how to grow and support the workforce given the current challenges, with increased demand and patient acuity.

Board Members discussed and supported the proposed life-course approach. Members recognised that this would require collaborative whole system work with partners and noted how this linked to other key strategies and areas of work, such as, The Promise, Getting It Right for Every Adult, Community Wealth Building and Caring for Ayrshire. The Board Chair commented that she had a planned engagement session with Public Health colleagues later in November so that she could meet the wider Public Health team and gain an understanding of the significant areas of work in public health and how the Board could support this work in planning delivery of future services. Members emphasised the importance of being able to measure the impact of the prevention work taking place

The Director of Health and Social Care for North Ayrshire, Ms Caroline Cameron, advised that as Lead Partnership for Mental Health services, NAHSCP worked closely with EAHSCP and SAHSCP on this important agenda. She reiterated the impact of mental health across the population and the particular challenges in Ayrshire and Arran in relation to demographics, poverty levels and deprivation, and the whole life impact. She emphasised the need for parity between mental and physical health services. In line with the new national MH strategy there had been significant investment nationally which had trickled down locally. A significant pan-Ayrshire work programme was being taken forward and HSCPs were working together with the Community Planning Partnerships to improve services. Board Members agreed that a paper outlining the wide range of work taking place within Mental Health services should be presented at a future Board meeting.

**Outcome: Board Members noted the DPH report and supported the life-course approach to understanding mental health. Members looked forward to receiving a report outlining the wide range of activity being taken forward by MH services at a future Board meeting.**

## 8.2 Primary Care Dental Services

(140/2023)

The Head of Primary and Urgent Care services, Mrs Vicki Campbell, provided an update on the provision of dental services including the current position in relation to access to dental services across Ayrshire and Arran. The report had been discussed in detail at NAIJB and EAIJB and would be presented to SAIJB later this week.

Mrs Campbell set out the background to how dental services had evolved over the last 10 years, the impact of the COVID-19 pandemic on provision of dental services, the ongoing recovery and remobilisation of NHS dental services, access challenges, areas of risk and mitigating actions being taken. NHS Board Chief Executives and Chief Officers had been briefed nationally on the range of challenges and risks to NHS dentistry.

Members were advised that a new dental funding structure would come into effect from 1 November 2023 and there had been fairly positive feedback from practices about the new structure and practice delivery model going forward. There had been an increase in dental practices with waiting lists, with priority being given to under-16s, particularly in more deprived areas. There was a particular focus nationally on the 0-5 year age group following a prevention approach, with additional investment in tooth brushing schemes which had been extended to childminders.

Mrs Campbell highlighted the national position related to the dental body corporate where a dentist group was responsible for a number of practices and the potential risk for patients should one of these groups collapse. The Dental team had good links and regular communication with contractors and was working closely with practices to try to identify and work to resolve any issues at an early stage.

Mrs Campbell reassured Members that there was strong Executive oversight of dental services, including the Medical Director, Director of EAHSCP and Director of Public Health, and the Board continued to work on resilience plans and modelling to understand the future dental services needs of the population of Ayrshire and Arran.

Board Members discussed the report and welcomed the strong engagement with contractors, the prevention model being adopted and the focus to ensure that under-16s could register with a dentist. Members emphasised the importance of health education and other measures following a multi-agency approach to promote good dental health.

Mrs Campbell advised in reply to a query from a Member that people who contacted NHS111 with a dental complaint and were anxious or phobic about seeing a dentist would be signposted for anxiety management. Members underlined the need for awareness raising about anxiety management support available for people who may not be registered with a dentist.

**Outcome:** Board Members noted the current position in relation to access to dental services across Ayrshire and Arran and the next steps being taken to mitigate the risks outlined in the report. Members were assured by the additional governance and oversight put in place to oversee the actions required to provide assurance on managing the risks to Dental services. Members looked forward to receiving a progress update on actions being taken at a future Board meeting.

### **8.3 Community Wealth Building (CWB) – year one assurance report (141/2023)**

The Director of Transformation and Sustainability, Ms Kirstin Dickson, provided a report on year one of the CWB programme and progress being made to deliver the NHSAA Anchor/CWB strategy in line with the requirements of the NHS Scotland Annual Delivery Plan 2023.

In providing background to the CWB programme, Ms Dickson explained that CWB aimed to reduce the flow of wealth out of the community through local investment and spending, local assets and more secure and better paid jobs, and generative businesses that share the wealth they create with workers, consumers and communities. This ensures our collective wealth works better for people, the place and the planet.

Board Members welcomed this positive report and the achievements made during year one through the fair work/workforce; procurement; financial powers; and climate change work programmes. Members recognised the challenges related to procurement and were encouraged by the increase in local procurement. The HR Director, Ms Sarah Leslie, advised in response to a question from a Member that she would consider through the Corporate Management Team and the Employability Steering Group how to broaden apprenticeship opportunities within NHSAA where appropriate. She highlighted the successful work being done within Pharmacy to develop Pharmacy Technicians through an apprenticeship programme.

Ms Dickson advised in reply to a query from a Member that Public Health was doing focused work with Staff Side colleagues to enhance the approaches being taken through staff wellbeing to signpost staff who may be struggling financially to support available in the local community.

**Outcome: Board Members noted the CWB report and were assured of the progress to deliver the Board's first year ambitions.**

## **9. Performance**

### **9.1 Performance Report (142/2023)**

The Director of Transformation and Sustainability, Ms Kirstin Dickson, presented the NHSAA performance report. As reported at the last Board meeting, the report was provided in a revised format to enable scrutiny and monitoring of performance and enable challenge on areas of concern. Board Members' feedback had been taken on board to further refine the report. The main high level summary report focused on performance in the following service areas:

- New Outpatients' performance was challenged. Despite recovering 97% of pre-pandemic activity, ahead of the annual delivery plan (ADP) trajectory, there had been an increase in the number of patients waiting longer than 12 and 18 months and the number of patients waiting longer than two years was static at around 400 people.
- Inpatient and Day cases – the overall waiting list had been static since May 2023 and met the ADP trajectory. Work was ongoing to achieve recovery to pre-pandemic levels and was currently sitting at 85%.
- There were significant challenges in terms of Musculoskeletal (MSK) waiting time performance against the four week target. While there had been a slight increase in August 2023 to 31.3%, this was well below the 90% target.
- Diagnostics – performance against the six week national target had been on a general decreasing trend since the start of the year. The overall waiting list for Imaging remains below pre-pandemic levels and the number of waits has

been on an increasing trend since December 2022 but did not meet the ADP trajectory.

- Cancer – Performance against the 31 day target continued to be met at 100%. However, the 62-day Cancer target had fallen to 81.3% in July 2023, below the ADP trajectory.
- Mental Health Services – In August 2023, compliance in relation to Child and Adolescent Mental Health Services (CAMHS) was 97.6% which continued to exceed the national target of 90% but was just below the ADP trajectory. Psychological therapies showed an improving position at 91.9% and was meeting the ADP trajectory. Drug and alcohol services had continued to exceed the national target of 90% in July 2023, with 100% compliance.
- Urgent Care – In August 2023, 97% of patients who contacted the Ayrshire Urgent Care Service were contacted in the agreed response time which was ahead of the local target trajectory. For ED, compliance against the four hour standard was below the 95% target but was on an improving trajectory at 68.9% in August 2023. The number of people waiting longer than 12 hours in ED remained above target of zero breaches by August 2023, with 453 breaches at UHC and 319 at UHA.
- Delayed transfers of care – the position was challenged at 251 in July 2023 with corresponding occupied bed days at 6,988.

Board Members discussed and noted the variable performance across services, with good work in some areas and progress required in others. The Medical Director, Dr Crawford McGuffie, explained in reply to a query from a Member that while the volume of ED attendances had not risen, patients were presenting with more complex health needs which could lead to higher admission rates. There were whole system challenges for patients at each stage of their journey from admission through to diagnosis and discharge. Board Members emphasised the need for a prevention and anticipatory care planning approach to avoid unnecessary hospital admissions. Dr McGuffie reassured Members of the significant collaborative whole system work being done with Acute and the HSCPs to improve the position. The Board Chair highlighted the successful redirections work taking place through the Ayrshire Urgent Care Service to redirect people to appropriate care and ensure that only patients who need to be presenting at the hospital front door.

Members discussed workforce issues and gaps, including in Acute services, care at home and lack of care home places in the community, and the whole system impact. Dr McGuffie advised that work was taking place with the HR Director and Scottish Government to address workforce recruitment and staffing gaps at both Acute sites, including through international recruitment. The Employee Director, Mr Ewing Hope, reiterated the workforce issues being faced and reassured that staff were doing everything possible to work through the difficult challenges being faced. The Board Chair reassured Members that the Board was taking all actions possible and consideration was being given on an ongoing basis to workforce issues and how these should be addressed.

**Outcome: Board Members noted performance reported and were assured by actions being taken to manage unscheduled and planned care for Ayrshire citizens.**

## **9.2 Financial Management Report for Month 5 up to 31 August 2023 (143/2023)**

The Director of Finance, Mr Derek Lindsay, presented the Board's financial position up to 31 August 2023.

The Board had agreed a deficit budget of £56.4 million for the 2023/2024 financial year. The overspend for the five months to 31 August was £23.7M which was on trajectory. As previously reported to the Board, the Scottish Government expected an improvement on this position and this is the Board's objective.

Members were advised of progress in the closure of unfunded wards, with three out of seven wards closed. There had been £4.7 million costs incurred for the first five months. Given that some wards had not yet been closed as a result of flow issues in hospital, spending during the year was expected to be £9 million rather than £6 million as previously forecast. Mr Lindsay highlighted the whole system improvement work taking place to resolve whole system challenges.

Mr Lindsay outlined areas of risk related to Acute services. There was a £20 million overspend projected at the current run rate. However, the ability to close unfunded beds would be challenged in winter and many of these additional unfunded wards would require to be staffed by agency staff which would impact ongoing work to reduce agency spend. There would also be an impact in terms of delayed discharges.

The Nurse Director, Ms Jennifer Wilson, highlighted the positive work being done to reduce nursing agency spend and non-framework agency spend. However, there were challenges and risks related to ED waiting times and staff working at full capacity in clinical areas. She reassured that the Board was making maximum use of bank nurses and there was strong senior nursing management oversight of the use of agency nurses and non-framework agency nurses.

Members were advised of a further area of risk related to GP prescribing. Due to a new national system being implemented there had been a delay in providing GP prescribing information, with robust prescribing information only available up to April 2023. Mr Lindsay reassured Members that the Board was working with National Shared Services which hosted the national system and the position was being monitored closely. However, information would not be available until November 2023 which created a risk in terms of financial outturn.

The Director of SAHSCP, Mr Tim Eltringham, advised in reply to a query from a Member that innovative, whole system improvement work was currently being done for stroke rehabilitation patients, with some patients moving to care homes for their rehabilitation. One care home was already providing stroke rehabilitation and another was due to start soon. The Director of Public Health, Mrs Lynne McNiven, added that this was part of the Board's longer term stroke rehabilitation pathway improvement work, with all admissions being examined in terms of how they move through the stroke pathway. It was expected that this work would take around 18 months to complete.

Board Members discussed the financial position and while there was concern at the areas of risk highlighted and the Board's ability to meet the planned deficit budget,

Members acknowledged the focused whole system work being done to improve performance.

**Outcome: Board Members noted the Board's financial position up to 31 August 2023 and the risks highlighted.**

### **9.3 East Ayrshire HSCP annual performance report 2022-2023 (144/2023)**

The Director of Health and Social Care for EAHSCP, Mr Craig McArthur, presented the EAHSCP annual performance report 2022-2023. The report provided an assessment of performance in planning and carrying out the integration functions for which the Partnership is responsible. The report had previously been endorsed by the IJB on 30 August 2023.

Mr McArthur provided a summary of progress made during the year, areas of challenge and priorities for next year, as detailed in the report.

Board Members recognised the demographic challenges in EA and commended the Partnership for the positive work being done to improve performance. Members commented that the case studies included were effective in reflecting service user feedback.

**Outcome: Board Members noted the EAHSCP annual performance report 2022-2023.**

### **9.4 South Ayrshire HSCP annual performance report 2022-2023 (145/2023)**

The Director of Health and Social Care for SAHSCP, Mr Tim Eltringham, invited Ms Rachel Graham, Planning and Performance Coordinator for SAHSCP, to present the annual performance report. The report provided an assessment of performance in planning and carrying out the integration functions for which the Partnership is responsible. The report had previously been endorsed by the IJB on 13 September 2023.

Ms Graham provided a summary of progress made during the year, areas of challenge and priorities for next year, as detailed in the report.

Board Members discussed the report and were encouraged by the positive work being done, for example, through the Belmont Families First Scheme and plans to roll out to other schools. Members commended the focused and positive work being done around looked after children despite the challenges being faced.

**Outcome: Board Members noted the SAHSCP annual performance report 2022-2023.**

### **9.5 North Ayrshire HSCP annual performance report 2022-2023 (146/2023)**

The Director of Health and Social Care for NAHSCP, Ms Caroline Cameron, presented the NAHSCP annual performance report 2022-2023. The report provided an assessment of performance in planning and carrying out the integration functions for which the Partnership is responsible. The report had previously been endorsed by the IJB on 24 August 2023.

Ms Cameron provided a summary of progress made during the year, areas of challenge and priorities for next year, as detailed in the report.

Board Members discussed the report and commended the Partnership for the range of positive initiatives being taken forward, such as, Money Matters work being done to increase people's access to benefits in areas of high deprivation; and the work being done by KA Leisure to promote staff health and wellbeing.

The Board Chair acknowledged and thanked colleagues across the three Ayrshire HSCPs for the excellent work being done despite the challenges faced.

**Outcome: Board Members noted the NAHSCP annual performance report 2022-2023.**

## **10. Decision/Approval**

### **10.1 Redesign of Systemic Anti-Cancer Therapy (SACT) delivery in NHS Ayrshire & Arran (147/2023)**

The Director of Finance, Mr Derek Lindsay, sought Board Member's approval for the interim changes made to SACT delivery in NHSAA in response to the pandemic to be made permanent. The report followed an update to Board Members on 14 August 2023 advising of the positive outcome of the public consultation on the redesign of SACT in Ayrshire and Arran involving staff and the public. The proposal would also require to be approved by the Scottish Government.

Mr Lindsay advised that the proposal was for University Hospital Crosshouse to be the cancer unit for Ayrshire and Arran, hosting all inpatient beds and Tier 2 higher risk SACT, and the relocation of Tier 3 SACT from University Hospital Ayr to a repurposed facility at Kyle unit on the Ailsa Hospital campus, Ayr.

Dr Peter Maclean, Clinical Director for Cancer Services, reassured Members that these interim changes had been in place for the last three years, having been put in place to ensure safe delivery of SACT services for patients during the Covid pandemic. During this period the Board had been able to show that services provided were both safe and effective for patients. There had been significant public engagement and consultation on the interim changes made. The Medical Director, Dr Crawford McGuffie added that he fully supported the proposal and that feedback from patients, family and staff had been positive.

**Outcome: Board Members approved 1) that University Hospital Crosshouse be the cancer unit for Ayrshire and Arran, hosting all inpatient beds and Tier 2 higher risk SACT; and 2) the permanent relocation of Tier 3 lower risk SACT from University Hospital Ayr to the Kyle unit at Ailsa Hospital campus, Ayr.**

### **10.2 Anchor/Community Wealth Building (CWB) Strategy 2023-2026 (148/2023)**

The Director of Transformation and Sustainability, Ms Kirstin Dickson, advised that as part of a national requirement the Board was expected to produce a CWB strategy. The Scottish Government through the NHS Scotland Delivery Plan for NHS territorial boards (29 February 2023) outlined actions to progress deliverables in the Place & Wellbeing and Preventative & Proactive Care Programmes. This

included the requirement for all territorial boards to support and be effective anchor Institutions. All Scottish Health Boards required to set out their approach to developing an Anchors strategic plan by October 2023.

Ms Dickson advised that NHSAA's strategy would build on work done over the last year and set out the Board's plans to deliver its anchor organisation ambitions alongside anchor partners. The strategy set out the Board's ambition to support creation of a fair local wellbeing economy which enhances local wealth, reduces poverty and inequality through investing and spending locally, creating fair and meaningful employment, designing and managing our buildings, land and assets to maximise local and community benefits and reduce our environmental impact.

Ms Dickson emphasised that anchor work should not be viewed as an additional programme of work but should encompass how the Board better uses its assets to carry out its business, employ people, buy goods and services, manage land, buildings and the environment and form partnerships.

**Outcome: Board Members approved the Anchor/CWB strategy 2023-2026.**

### 10.3 National COVID19 Inquiries

(149/2023)

The Deputy Chief Executive and Medical Director, Dr Crawford McGuffie, provided an update on the UK and Scottish COVID19 Public Inquiries.

Dr McGuffie outlined the background to the establishment of the UK COVID19 Inquiry and Scottish COVID19 Inquiry. NHSAA is legally required to respond in a timely manner to all Statutory Public Inquiries. The report provided assurance to Members that NHSAA was in a position to comply with the requirements for both Inquiries. Monthly updates were being provided to the Corporate Management Team. Members were asked to consider if governance reporting arrangements for oversight of this work should be through the Healthcare Governance Committee or the NHS Board.

The Director of Finance, Mr Derek Lindsay, advised in reply to a question from a Member that Central Legal Office input costs were shared between Boards.

The Board Chair confirmed that the Area Partnership Forum would receive an early update on this work. Dr McGuffie advised in reply to a query from a Member that staff were being provided with regular updates and key information on the Inquiries, and mental wellbeing support was available for staff involved in the process.

The Director of Public Health emphasised the importance of staff wellbeing support acknowledging that it could be upsetting for staff to be asked to recall and recount situations and find evidence. She highlighted the increased workload demands, since there would be no additional resource available to support the activities driven by the inquiry.

**Outcome: Board Members agreed that adequate systems were in place to respond to and comply with both national Inquiries. Members agreed that governance reporting arrangements would remain through the NHS Board.**



**11. For information**

**11.1 Board briefing (150/2023)**

Board Members noted the content of the briefing.

**11.2 East Ayrshire Integration Joint Board (151/2023)**

Board Members noted the minute of the meeting held on 21 June 2023.

**11.3 North Ayrshire Integration Joint Board (152/2023)**

Board Members noted the minute of the meeting held on 15 June 2023.

**11.4 South Ayrshire Integration Joint Board (153/2023)**

Board Members noted the minute of the meeting held on 14 June 2023.

**12. Any Other Competent Business (154/2023)**

There was no other business to discuss.

**13. Date of Next Meeting**

The next public meeting of the NHS Ayrshire & Arran Board will take place at 9.30 am on Monday 4 December 2023.

Signed by the Chair



4 December 2023

Lesley Bowie  
Chair – Ayrshire and Arran NHS Board