



NOT PROTECTIVELY MARKED

MINUTES OF THE 167TH MEETING OF THE SCOTTISH AMBULANCE SERVICE BOARD

10.30 A.M. ON WEDNESDAY 18 JULY 2018

MEETING ROOM G2.12, 1 SOUTH GYLE CRESCENT, EDINBURGH, EH12 9EB

Present:

Board members: Tom Steele, Chair (Chair)
Neelam Bakshi, Non Executive Director
Eddie Frizzell, Non Executive Director/Vice Chair
Pauline Howie, Chief Executive
Cecil Meiklejohn, Non Executive Director
Irene Oldfather, Non Executive Director
John Riggins, Employee Director
Dr Francis Tierney, Non Executive Director
Martin Togneri, Non Executive Director
Dr Jim Ward, Medical Director

Regular attendees: Lewis Campbell, Regional Director, East
Linda Douglas, Director of HR and Organisational Development
Mark Hannan, Head of Corporate Affairs and Engagement
Pat O'Connor, Director of Care Quality and Strategic Development
Lindsey Ralph, Board Secretary (minutes)

In Attendance: John Baker, General Manager, ICT (Item 5)
Mike Bell, Strategic Implementation & Quality Improvement Manager (Item 5)
Kylie Davies, Strategy Programme Administrator (Item 5)
Maria McFeat, Interim Assistant Director of Finance
Stephen Massetti, Head of Risk and Resilience (Item 9)
Vince McCluskey, Lead Infection Control Advisor (Item 11)

WELCOME AND INTRODUCTION

The Chair welcomed everyone to the 167th Scottish Ambulance Service Board. Apologies were noted from Madeline Smith, Non Executive Director and regular attendees, Julie Carter, Interim Director of Finance and Logistics, Garry Fraser, Regional Director - West, Paul Bassett, National Operations Director and Milne Weir, Regional Director - North.

ITEM 1 PATIENT STORY

A baby who had suffered a cardiac arrest in 2016 was successfully treated by a crew who arrived on scene within minutes. Both mum and toddler had since been reunited with the crew who saved her life that day. Board members were shown a film which featured interviews with the mum and

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the attending crew on the difficulties they encountered in resuscitating a baby who was in cardiac arrest. The story, which featured on BBC Reporting Scotland and the BBC website as part of the 70th anniversary celebrations, had received very positive feedback about the calmness and professionalism of the Service's crew.

Jim Ward described the Service's work in the delivery of the Scottish Government's Out of Hospital Cardiac Arrest (OHCA) strategy, linking across the whole chain of survival.

Board members were pleased to hear that bystander CPR rates continued to increase, through public awareness, the utilisation of public access defibrillators and the early identification of OHCA by the Ambulance Control Centre through the use of pre-entry questions, key phrases and dispatch on disposition. An improvement test is being taken forward by the Service in the West Ambulance Control Centre, as part of the Global Resuscitation Alliance, related to CPR simulation. The Service was the first to test this outside of the United States. Jim Ward confirmed that, if successful, the Service would spread this test and share its findings internationally.

On behalf of the Board, the Chair thanked the family for sharing their experience and welcomed the Service's proactive approach to media broadcasts.

ITEM 2 MINUTES OF MEETING HELD ON 30 MAY 2018 AND 27 JUNE 2018

The minutes of the meeting held on 27 June 2018 were approved. The minutes of the meeting held on 30 May 2018 were approved subject to an amendment to Item 10, to replace 'chairmanship' with 'chairs of'.

Action:

1. **Board Secretary** to amend the minutes of 30 May 2018.

ITEM 3 APPROVAL OF MATTERS ARISING

Board members approved the removal of items 163/5/4, 165/5/6, 165/6/10, 165/7/11, 165/9/18, 166/2/1, 166/3/2, 166/3/4, 166/4/5, 166/5/7 and agreed a revised target date for items 163/5/7 and 164/8/11.

Neelam Bakshi requested that item 164/7/9 was extended to include the Values Toolkit work that was presented to the Staff Governance Committee in June.

Action:

2. **Board Secretary** to add the Values Toolkit work to Matters Arising 164/7/9.

ITEM 4 DECLARATION OF INTERESTS

There was a standing declaration of interest noted from Martin Togneri as Trustee, Scotland's Charity Air Ambulance. A new standing declaration was noted from Irene Oldfather, as Director of Scotland's Health and Social Care Alliance.

ITEM 5 TOWARDS 2020: TAKING CARE TO THE PATIENT AND QUALITY IMPROVEMENT

Pauline Howie provided a summary of the main points from the paper which reflected recent performance against the Service's Operational Delivery Plan, and the highlights from the work being taken to transform the service in the 3 strategic workstreams.

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Board members were encouraged by the Service's performance and progress with the planned activities to save more lives from cardiac arrest. This was reflected in the ROSC rate for May at 51.3%, which significantly exceeded the aim of 42% of patients in VF/VT arrest arriving at hospital with a pulse. Board members were pleased to hear that this strong performance had continued in to June.

For incidents with a referral or discharge outcome, Board members noted there was continued improvement with more people being treated safely at home, or in a homely setting. Performance in May was 32.9% and this had increased to 34% in June, against a stretch aim of 35%.

Clinical Services Transformation

Board members noted the significant work being progressed from this work stream to provide the highest quality clinical outcomes for patients.

The Chair referred to datasets to measure patient outcomes and requested an update on the 30 day survival rate post cardiac arrest. Jim Ward confirmed that the Service was engaged with ISD, National Services Scotland regarding the data linkage and it was expected that this would be available in the next 6 to 8 weeks. Pat O'Connor added that, through the integration of data, the Service was keen to understand patient outcomes for other clinical interventions, such as stroke rehabilitation.

The Chair referred to the operational performance measures for the Integrated Joint Boards and the Service's contribution to these. With many touch points between the Service, territorial Boards and Integrated Joint Boards, he highlighted the importance of how these could be better aligned with each organisation's strategic intent.

Francis Tierney asked for further information about the reasons hospital turnaround times had not reduced as expected after the winter period. He also queried if funding for the Hospital Ambulance Liaison Officer (HALO) role had been extended. Board members heard that the Service continued to work with territorial Boards to reduce hospital turnaround times and noted a number of factors that caused pressure in the system during periods of good weather including an increase in road traffic collisions and water related incidents. The recurring funding for the HALO roles was being pursued with Health Boards and Scottish Government.

Lewis Campbell referred to the contribution of Specialist Paramedics in shifting the balance of care. Board members noted there were trials in a number of locations across Scotland for direct admission to medical or surgical units. Board members recognised the positive impacts this had on patient experience and the wider health system, including reduced attendance at Accident and Emergency.

Eddie Frizzell asked for further information about the Specialist Paramedic test and whether this created a 'two tier' system for Paramedics conveying patients to hospital. Jim Ward explained that Specialist Paramedics would continue to respond to calls which resulted in conveyance to hospital and would also be deployed to green (low acuity) category incidents, not suitable for a hear and treat outcome. In addition, there were some codes within the yellow basket that matched the skill set of a Specialist Paramedic, where the patient could be safely treated at home or in the community. Board members recognised the contribution this made to further reduce unnecessary admissions or attendance at Accident and Emergency Departments and improve patient experience.

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In response to a question from Francis Tierney, it was agreed that Jim Ward would provide him with an indicative timescale for post ROSC adrenaline being introduced in to the Service's clinical protocols.

In response to further questions from Board members, the following points were noted:-

- The Service expected to receive confirmation from Scottish Government that its Operational Delivery Plan had been signed off.
- The Service did use comparative data with other UK Ambulance Services to make broad comparisons, while recognising that these did not always compare like for like. Comparisons were also made with international services in relation to ROSC, with efforts being made for a more standardised approach to what was being measured.

Enabling Technology

John Baker was in attendance for this discussion and Board members noted that the enabling technology, fleet replacement and defibrillator replacement programmes were progressing as expected. The Full Business Cases for the Defibrillator Replacement Programme and the Integrated Communications Control System (ICCS) are on track to be presented to the Board for approval in September.

In response to a question from the Chair about whether the issues related to the SAS app had been resolved, John Baker confirmed that discussions with the supplier were ongoing and it was expected that this would be rolled out by end August 2018 following a further testing phase.

Workforce Development

Linda Douglas highlighted developments during the reporting period and Board members noted:-

- The continued investment in the workforce, to ensure the Service had the right skills mix and resources to enable it to effectively contribute in an integrated health and social care system.
- The conversion of some Paramedic and Technician course places in to a Trainee Paramedic course of 48 ensured the maximum utilisation of external applicants to commence and complete Paramedic training over two years.
- The Service's positive iMatter response rate and employee engagement index following the move to a single cohort. The 12 week period of iMatter team action planning had started and was due for completion by 7 September 2018. An employee engagement index of 70 was the Service's target by 2020. An evaluation of iMatter was being undertaken and as such NHS Scotland's Dignity at Work survey would not run in 2018.

The Chair requested, for future papers, an update on the scheduled care service and a risk assessment for each activity was included in the paper.

Board members were concerned that sickness absence remained high and the Chair sought assurance that this was being given due consideration by the Executive Team. Linda Douglas assured the Board that there was a continued focus by the Executive and Senior Leadership Team. Neelam Bakshi provided further assurance that the Staff Governance Committee was putting more of a focus on promoting attendance than ever before and this included the recognition that key to tackling this was improving employee wellbeing and working practices.

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The Chair requested that the Staff Governance Committee maintained its focus on promoting attendance and mitigate against the detrimental impact this had on service delivery and the overall morale of staff within the Service.

Actions:

3. **Medical Director** will provide Francis Tierney with an indicative timescale for post ROSC adrenaline being introduced in to ambulance protocols.
4. **Director of Care Quality and Strategic Development** to include an update on scheduled care and a risk assessment for each activity detailed in future papers.

ITEM 6 APPROVAL OF CORPORATE RISK REGISTER 2018-19

Pauline Howie presented the paper for approval.

The Chair considered that a specific risk about the current financial position was required and sought Board members' views on this. Following discussion, the Chair agreed with the Board's approach to review the financial risk following discussion on financial performance at the August Board Development session.

Board members discussed how reputational risk was captured, the format of the Service's annual risk workshop and how the Service's individual risk logs were monitored. Given recent changes to Board membership, it was agreed it would be timely to complete a review of the Service's risk management arrangements and this would be referred to the Audit Committee to consider and include on its work plan.

The Board approved the Corporate Risk Register, noting the financial risk will be reviewed after the Development session in August.

Actions:-

5. **Board members** to review the corporate risk register after the August Development session and agree if the wording of the current financial risk requires to be changed, or a new risk added.
6. **Board Secretary** to arrange for the Audit Committee to add to its work plan a review of the Service's risk management arrangements.

ITEM 7 INFORMATION GOVERNANCE STRATEGY 2018-2023

Pat O'Connor presented the paper for approval and expressed her thanks to Eilidh McLaughlin, National Services Scotland, for her support to the Service to enhance its information governance arrangements.

Board members noted the Strategy and work plan had been endorsed by the Audit Committee at its meeting on 16 April 2018 and subsequently enhanced following feedback received from members.

The Board approved the strategy and noted the work plan.

ITEM 8 PROCUREMENT STRATEGY 2018-2021

Board members considered the paper which was presented for approval. Eddie Frizzell made Board members aware that the strategy had been endorsed by the Audit Committee in June 2018 and on reading the board papers, Neelam Bakshi had identified important information in relation to the Equality Act 2010 had not been included.

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Neelam Bakshi informed Board members that the strategy made no mention of the specific duties about equality and procurement. In addition, she considered the reference to EQIAs being completed for procurement over £1million which required Board approval did not seem compliant, as these were a standard part of policy and decision making processes within the Service regardless of the cost.

In response to further questions raised by Board members, it was agreed:-

- The Head of Corporate Affairs and Engagement will work with the Head of Procurement and provide assurance to the Board that the Service's Corporate stakeholder mapping was applied to all regulated procurements;
- The Head of Estates to provide Board members with a briefing of the Service's responsibility regarding the health and safety at work factors, as monitored through the contract management process;
- The wording of section 5.3 was contradictory and should be reviewed.
- Reference to 'key' suppliers should be replaced with suppliers.

Board members agreed to defer approval of the strategy until the points raised had been addressed. It was further agreed that the Service would work with the other organisations involved to ensure the appropriate governance process for approval was then completed.

Actions:

- 7. Interim Assistant Director of Finance** to arrange for the strategy to be reviewed to:-
 - a. Include reference to the specific duties about equality and procurement
 - b. review the reference to EQIA being completed for procurement over £1million
 - c. replace the reference with key suppliers with suppliers and review the wording of section 5.3.
 - d. ensure the appropriate governance process for approval was then completed.
- 8. Head of Corporate Affairs and Engagement** will work with the Head of Procurement and provide assurance to the Board that the Service's Corporate stakeholder mapping is applied to all regulated procurements;
- 9. Interim Assistant Director of Finance** to arrange for the Head of Estates to provide Board members with a briefing of the Service's responsibility regarding the health and safety at work factors, as monitored through the contract management process.

ITEM 9 FINANCIAL PERFORMANCE

Maria McFeat presented the paper for discussion and reported that the revenue position was a deficit of £1.6m, as the result of the Service incurring higher than planned overtime costs and delays in implementing efficiency plans. While it was expected that some of the savings plans would be delivered later in the year, the £0.6m savings achieved to date was lower than planned.

Board members recorded their concern about the current financial position and noted that progress was too slow identifying and realising savings. Despite lower than forecasted vacancy levels, overtime costs had significantly increased. In response to questions from Board members about the increased overtime costs, it was noted that the Service would not fully realise the benefit of having additional staff until they were allocated operational shifts, following completion of their training and induction.

Pauline Howie described the activities in place to deliver a balanced budget in line with the approved financial plan. These included a focus on the management of overtime cost pressures and putting pace and structure to deliver the agreed efficiency plans. The Best Value Group was

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taking forward a number of potential savings to provide assurance of additional efficiency schemes being implemented throughout the year.

Board members asked for non recurring efficiencies to be shown separate to recurring efficiencies for future papers.

Given the concerns about the current financial position, Pauline Howie confirmed that a Board workshop was arranged in August to focus on the efficiency plans and detailed year end forecasts.

The Board noted the financial position at year end and the actions being taken to deliver a balanced budget.

ITEM 10 PERSON CENTRED CARE UPDATE

Mark Hannan provided a summary of the main points and Board members noted the trends, themes and mitigating actions from patient and carer feedback.

Board members were concerned to note that Stage 2 complaints compliance had steadily increased since 1 April 2018 and received assurance from the Executive Team that this was being closely monitored, and updates were being provided at the weekly team meeting on progress against improvement plans.

Board members discussed Care Opinion and Francis Tierney asked if the Service was aware who viewed the stories and if feedback was provided on how useful they found it. It was noted that the stories were viewed by staff within the NHS, patients, carers and their families and there was a facility where these could be rated.

Irene Oldfather sought assurance that the Service was able to gather feedback from patients and their carers who did not use digital technology. Mark Hannan confirmed that the data included feedback received from telephone calls and written correspondence.

ITEM 11 PATIENT AND STAFF SAFETY – HEALTHCARE ASSOCIATED INFECTION REPORT

Vince McCluskey joined the meeting for this discussion. Board members discussed performance against the HAI standards and noted that the Service's overall compliance with Standard Infection Control Precautions continued to be sustained at a high level.

Board members were pleased to note that overall compliance with the recording application of the PVC insertion bundle continued to improve against the 90% target and was 95.9% for May.

ITEM 12 VERBAL UPDATE FROM CHAIR

The Chair reported on recent developments across NHS Scotland and Board members noted meetings attended by the Chair included:-

- The opening of the Stirling Care Village.
- Introductory meeting with the Chair of Scottish Fire and Rescue Services.
- A visit to the West Ambulance Control Centre.
- A visit to the Lothian Flow Centre with Sir Lewis Ritchie.

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Eddie Frizzell, Vice Chair, attended the NHS Chairs meeting on 2 July. Board members noted the appointments of Ian Kinniburgh as Chair and David Garbutt as Vice Chair of the NHS Chairs group.

ITEM 13 CHIEF EXECUTIVE'S VERBAL REPORT

Board members were provided with an overview of matters not covered elsewhere on the agenda and recent meetings attended by the Chief Executive.

- The National Boards' Service Transformation and Demand Management Group received a presentation from the Golden Jubilee National Hospital about their telehealth work with rural communities and how this might be extended to other areas and specialities. An update from NHS 24 re the GP triage tests in Wishaw and Musselburgh was also provided and the next stage was to trial referral to Specialist Paramedics for some pathways.
- The Service was waiting feedback from Scottish Government about the National Board and Regional Board transformation plans and associated financial framework.
- The Service was continuing to progress the Specialist Paramedic rotational model.
- The staff unions were consulting with their members on the 3 year pay deal.
- The highlights from the Regional Reviews were included in the Chief Executive's Weekly Bulletin.
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The Executive Team and Employee Director met the Scottish Fire and Rescue Service on 17 July to discuss current areas of collaboration and the infrastructure to deliver at pace.

Board members noted the verbal updates provided by the Chair and Chief Executive.

ITEM 14 STAFF GOVERNANCE COMMITTEE – MINUTES OF 18 APRIL 2018 AND VERBAL REPORT OF 6 JUNE 2018

Board members noted the minutes of 18 April 2018 and Neelam Bakshi provided an update of the meeting held on 6 June 2018. The main points were the Committee:-

- Received a presentation on the Values Toolkit.
- Completed an annual review of the Workforce Risk Register.
- Noted the Health and Wellbeing Group minutes. The meeting was inquorate and items were subsequently considered by a quorate meeting.
- Approved HR policy (Job Share) and Health and Safety Policies (Control of Substances Hazardous to Health and Slips, Trips and Falls).
- Approved the Staff Governance Action Plan following consideration by National Partnership Forum.
- Discussed promoting attendance which was a standing item on the agenda. Received progress report on Executive Team action plan, data on scorecard/vector of measures, Wellbeing Implementation Plan and area for Audit consideration.
- Noted progress updates on the OD Plan, Wellbeing Implementation Plan, Annual Workforce Education and Development Plan, Annual Equality Monitoring Data.
- Received an update on health and safety matters and noted the Service's proactive approach to increasing awareness of RIDDOR reporting.
- Reviewed workforce information and scorecard and noted further development of the QI approach and integration of data and narrative.

The Board noted the paper and verbal update.

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ITEM 15 AUDIT COMMITTEE – MINUTES OF 16 APRIL 2018 AND VERBAL REPORT OF 14 JUNE 2018

Board members noted the minutes of 16 April 2018 and Eddie Frizzell provided an update of the meeting held on 14 June 2018. The main points were the Committee:-

- Approved the Draft Annual Report and Accounts and the Endowment Fund Accounts for 2017/18 and recommended these to the Board for approval.
- Approved the Information Governance Strategy with further work requested to the annual report 2017/18 and work plan for 2018/19.
- Noted the Internal Audit Annual Report for 2017/18.
- Noted the final Internal Audit Plan for 2017/18 which was agreed, subject to further discussion with HR team about the sickness absence audit.
- Noted continued improvement with the follow up of audit actions.
- Agreed the draft Procurement Strategy for approval by the Board in July 2018.
- Approved the Significant Issues letter to Scottish Government.
- Noted reports from Information Governance, Fraud and Risk Management.
- Noted the External Auditors Annual Report 2017/18, with approval subject to changes.
- Received an Internal Audit report on Controlled Medicines.
- Considered the report recently published on NHS Tayside.

The Board noted the paper and verbal update.

ITEM 16 BOARD DEVELOPMENT REPORT – JUNE 2018

Board members noted the report.

ITEM 17 ANY OTHER BUSINESS

1. Employee Director

The Chair informed Board members that John Riggins had received confirmation from the Cabinet Secretary for Health and Sport that his appointment on the Board had been extended by 2 years, to 30 November 2020. Board members congratulated John on the extension of his appointment.

ITEM 18 DATE OF NEXT MEETING

The next meeting will be held at 10.30 a.m. on Wednesday 26 September 2018.

The Chair thanked Board members for their contribution and closed the meeting.

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