



NOT PROTECTIVELY MARKED

MINUTES OF THE 204TH PUBLIC MEETING OF THE SCOTTISH AMBULANCE SERVICE BOARD

1000 HOURS ON WEDNESDAY 26 JULY 2023

MS TEAMS

Present:

Board members: Tom Steele, Chair (Chair)
Irene Oldfather, Non Executive Director & Vice Chair
Julie Carter, Director of Finance, Logistics & Strategy
Michael Dickson, Chief Executive
Liz Humphreys, Non Executive Director and Whistleblowing Champion
John McGuigan, Non Executive Director
Carol Sinclair, Non Executive Director
Madeline Smith, Non Executive Director
Dr Jim Ward, Medical Director

Regular attendees: Paul Bassett, Chief Operating Officer/Deputy Chief Executive
Avril Keen, Director of Workforce
David Robertson, Regional Director, West
Mark Hannan, Head of Corporate Affairs & Engagement
Stephen Massetti, Director, National Operations
Lindsey Ralph, Board Secretary
Emma Stirling, Director of Care Quality & Professional Development
Milne Weir, Regional Director, North
Karen Brogan, Associate Director of Strategy Planning and Programmes

In attendance: Sarah Stevenson, Risk Manager (Item 07)
Joe Higgins, Member of the Public

WELCOME AND INTRODUCTION

The Chair welcomed everyone to the 204th Scottish Ambulance Service Board meeting. Apologies were noted from Non Executive Directors, Stuart Currie, Cecil Meiklejohn and Francis Tierney, Employee Director, John Riggins and regular attendee, Regional Director, East, Kenny Freeburn.

The Chair welcomed Michael Dickson to his first meeting of the Board following his appointment as Chief Executive from 1 July 2023.

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ITEM 01 PATIENT STORY

Mark Hannan introduced the patient experience video that Board members had viewed in advance of the meeting where Philip shared his story about his contact with the Service's Scheduled Care service to arrange transport for a hospital appointment. He spoke with Scheduled Care Co-ordinator Willie Heggie, who sensed there was something wrong. He learned that Philip's wife had died seven years ago and he had been on his own at Christmas every year, except for his guide dog, and was lonely. After organising his transport, Will offered to help Philip look for local community groups he could attend. He found a telephone number for a local church group and within hours of Philip calling, the group had called him back and he had been going along every week since. Philip said Will changed his life, with his care and compassion, and with the support of the church group, he would not spend Christmas alone.

Board members agreed that this was an excellent example of a member of staff recognising the impact of loneliness of people's mental health.

Irene Oldfather noted that Will had remembered from his mental health training with the Service about the ALISS service, a local information system for Scotland funded by Scottish Government and part of the wider Health and Social Care Alliance Scotland, which was a national digital programme that enabled people to find and share information on resources, services, groups and support in their local communities and online. She welcomed the Service's connection and collaborative partnerships formed with third sectors and the proactive approach by Will to recognise the impact of social connections to improve people's wellbeing and the positive impact this could have to support Philip.

In response to a question from Liz Humphreys, Paul Bassett described the various processes the Service had in place to recognise and reward people who had gone above and beyond in their service to patients.

Liz Humphreys suggested that staff involved in the patient experience videos could be invited to join Board meetings in person and the Chair advised that this would be considered further with the Head of Corporate Affairs and Engagement.

Board members discussed the core training elements for Ambulance Control Centre roles and the ability for people to use their judgement and initiative when they recognised there may be support that could be offered beyond the primary reason for the call to the Service.

The Chair confirmed that the Board's thanks would be conveyed to Philip for sharing his story.

Action:

- 1. Chair and Head of Corporate Affairs and Engagement** – to consider inviting staff involved in patient experience videos to join Board meetings in person.

The member of the public joined the meeting.

ITEM 02 DECLARATION OF INTERESTS

The following standing declarations were noted: -

- Liz Humphreys - Non Executive Director, Public Health Scotland and member of the Audit and Accountability Committee of the Police Investigations and Review Commission

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- Irene Oldfather - Director of Scotland's Health and Social Care Alliance and Member, Flu Vaccination and Covid-19 Vaccination Programme Board (FCVC) and Vice Chair, Domestic Advisory Group (DAG), Trade and Cooperation Agreement with the European Union.
- Madeline Smith – Board member, Digital Health and Care Innovation Centre
- Carol Sinclair – Strategic Data Adviser, Digital Health and Care, Scottish Government and Trustee, Scotland's Charity Air Ambulance
- John McGuigan, Chair, Scottish Financial Enterprise and Chair of Scottish Rugby Limited.
- Paul Bassett - Trustee, Scotland's Charity Air Ambulance

ITEM 03 MINUTES OF MEETING HELD ON 31 MAY 2023

Board members approved the minutes.

ITEM 04 MATTERS ARISING

Board members approved the removal of matters arising 200/06/06 and 202/06/09, noted updates on 200/08/10i and 200/08/10ii from the Director of Care Quality and Professional Development and agreed a revised target date of September 2023. Matters arising 200/06/12 remained on track for the target date of September 2023.

ITEM 05 BOARD QUALITY INDICATORS AND PERFORMANCE REPORT

The Chair referred to Items 05 and 06 on the agenda and reminded Board members that these papers had been condensed when the Service was reaching the end of its previous strategy, Towards 2020, Taking Care to the Patient. Following the launch of the Service's 2030 Strategy, it was agreed to separate business as usual from the delivery of the strategic aims, which was now presented in a separate paper under Item 06 on the agenda.

Michael Dickson provided an overview of the report and advised that the Service continued to experience pressures across the systems, unscheduled call demand had remained within the control limits as usually seen seasonally and overall performance had been sustained with improvement reflected in a number of key risk areas. Ahead of the winter period, a priority focus for the Board remained reducing hospital turnaround times and the Service continued to engage with Health Boards to mitigate against the associated patient safety risk.

The Chair welcomed the improved and stabilising position whilst recognising the efforts that would be required to maintain this moving into the winter months. He referred to hospital turnaround times and Scottish Government's interim aim, that by August 2023, all patients should be fully handed over and care transferred to the hospital department clinical team within one hour. He asked the Executive Team if there was anything further the Service could do to support this significant patient safety risk and sought further information about the role of Scottish Government in overseeing improvement against this aim.

Michael Dickson highlighted that as this was not a universal issue across Scotland and there was local variation, it was important to take the opportunity to acknowledge that one solution would not be sustainable across all sites experiencing challenges. He reported that there was a clear commitment from NHS Scotland Board Chief Executives to mitigate against this risk, whilst recognising the challenges to achieve this interim aim when the system was under extreme pressure.

Following feedback from the Chief Executive, Chief Operating Officer and Regional Directors, Board members were assured that there was significant improvement work ongoing and

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continuous engagement and collaborative working with Health Board partners to understand and share this risk, and identify any further steps that could be taken to reduce the impact of these delays on patients and staff ahead of the winter period. The Service's work related to the introduction of Flow Navigation Centres, the enhancement of its Integrated Clinical Hub, access to alternative pathways and call before you convey and these had all been implemented to reduce the patient safety risk and help ensure people received the right care, in the right place at the right time. Michael Dickson advised that the Chief Operating Officer, NHS Scotland had made clear his commitment to these centres being embedded across Scotland.

Board members welcomed the further assurance provided by the Chief Executive about the recognition and commitment at a senior level across NHS Scotland to mitigate against this risk. Liz Humphreys highlighted that it was important that the Service was assured that there was appropriate scrutiny related to these patient safety risks being undertaken by NHS Health Boards at a board level.

The Chair thanked the Executive Team for their continued focus and efforts to reduce this system wide risk to patient safety.

In response to a question from Madeline Smith about the timescales for the various tests of change referred to in the report, David Robertson described progress with the tests of change in West region. Board members noted early feedback from the test in NHS Lanarkshire's Flow Navigation Centre had been extremely positive. In terms of timescales, Paul Bassett advised that while the Service referred to tests of change, it was considered that these were a continuous change of process that would only stop if the intended outputs and improvements were not being realised.

In response to a question from Liz Humphreys about how the Service ensured its winter planning arrangements were integrated with its core business as usual activity, David Robertson, Stephen Massetti and Paul Bassett described in detail how the Service's approach to winter planning had matured beyond extreme weather challenges with the focus now on resilience and sustainability, through co-ordinated activities. This ensured during any period where the level of demand was at a point where it exceeds the ability of the Service to meet it, a variety of operational, tactical and strategic measures were considered through the Service's national escalation and resource escalatory action plans, and these were updated to reflect lessons learned including those from previous winters.

Carol Sinclair referred to extracting metrics and qualitative information related to the emerging impact of the Demand and Capacity programme benefits. She considered it would be helpful for the Board to see more clearly the impact the programme had on collective measures such as shift cover, utilisation, rest breaks and shift overruns. It was agreed Karen Brogan would meet with the Chair and Non Executive Director representatives to discuss this further and would share the Demand and Capacity benefits realisation plan with Board members.

Karen Brogan advised that the Service was now seeing some positive signs of improvement as a result of the additional resource and, in particular, with the recent easing of hospital pressures.

John McGuigan sought assurance that the Service would proactively engage with the public to demonstrate that it had taken forward the lessons learned from the previous winter and to realistically manage expectations ahead of winter to reflect the public's experience of accessing services. Mark Hannan provided assurance that the winter communications plan was being developed on a pan-NHS Scotland wide basis with Scottish Government and a winter planning

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summit had been arranged in August 2023 to ensure this was agreed well ahead of the winter period.

In response to a request from Irene Oldfather for further information related to the revised falls pathways in Glasgow and the hospital arrivals screens, it was agreed that she would meet with Paul Bassett to discuss her questions in more detail.

Board members were delighted to note that the Service's Ambulance Control Centres had achieved Accredited Centre of Excellence (ACE) Accreditation for the standard of its 999 call handling and supporting processes. Paul Bassett explained that it was a distinguished award for those who go all-in to cultivate control centre wide teamwork, innovation and putting their patients first and the positive impact of this award could not be underestimated. Board members thanked everyone involved for their efforts to achieve this accreditation.

The Chair thanked the Executive Team for the assurance provided in their verbal reports to the Board focused on the Service's priority risks and challenges.

Board members **noted** the report.

Actions:-

- 2. Associate Director of Strategy, Planning and Programmes** – (i) to arrange to meet the Chair and Non Executive Director representatives to discuss the impact of the Demand and Capacity programme benefits on collective measures and (2) to share the Demand and Capacity benefits realisation plan with Board members.
- 3. Chief Operating Officer** – to meet with Irene Oldfather, Non Executive to discuss her questions related to the revised falls pathways and hospital arrival screens in more detail.

ITEM 06 DELIVERING OUR 2030 STRATEGY – PORTFOLIO UPDATES

Karen Brogan provided a summary of the main points from the paper.

In response to a question from the Chair, Avril Keen provided an update on the Service's Statutory and Mandatory training and the roll out of the TURAS learn system and reported that the platform was in place, with work now required to transfer the modules to the system and implement compliance reporting. Madeline Smith requested a revised timescale for this work to be completed and Avril Keen reported that a paper was being prepared for the Executive Team with options to mitigate against this risk and confirmed an update would be available for the September Staff Governance Committee meeting.

In response to a question from the Chair about the risks related to innovation and research, Karen Brogan described the mitigation for these risks and Julie Carter provided assurance that these risk were being contained and managed within the Digital, Data, Innovation and Research Portfolio Board and did not require to be escalated to the Corporate Risk register at this stage. She reported that as part of the review of risks at Portfolio programme board meetings, there was consideration given as to whether risks required to be escalated through the normal process to the Corporate Risk Register.

In response to a request from Carol Sinclair for the portfolio risks to be mapped to the Service's corporate risks, Julie Carter referred to the slide issued to Board members on 21 July which showed the alignment of the Executive Team objectives to the Service's Annual Delivery Plan,

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the 2030 portfolio programme of work and corporate risks. This would form the basis of the Board Assurance Framework which would be refreshed following the review of the Service's Corporate Risk Register in August. It was agreed in her capacity as Chair of the Audit and Risk Committee, Carol Sinclair would be involved in this work to provide feedback and oversight of the process.

In response to a question from Irene Oldfather about the reference in the paper to an issue that may impact the delivery of the Stroke and Thrombectomy work in the future, Jim Ward described developments at a national level and confirmed that he would keep the Board updated as the position became clearer.

Irene Oldfather referred to the Service's Dementia Strategy and asked if there was an update related to the funding that was being sourced. Emma Stirling reported that territorial Health boards had dementia champion roles in place funded by Alzheimer Scotland and the Service was seeking funding for a shared role with NHS 24.

Board members **noted** progress of the delivery of the 2030 Strategy portfolios.

ITEM 07 CORPORATE RISK REGISTER (PUBLIC)

Sarah Stevenson joined the meeting. Julie Carter and Sarah Stevenson provided a summary of the main points from the paper and Board members noted the update on corporate risks.

Board members noted a Board risk workshop would be held at the August Board Development session to refocus the corporate risks register aligned to delivering the Service's 2030 Strategy and Annual Delivery Plan.

In response to questions from Madeline Smith related to risk ID 4640, Julie Carter provided assurance that it was not considered at this stage that there was any risk to the current plans for the Airwave terminals to be in house by December 2023 and this would be monitored closely and the Board would be kept apprised of any issues that emerged. In response to a further question about the timescale of this plan, Julie Carter confirmed that the current working plan was until 2028 when the new ESN would be fully implemented based on the current UK timescales and a detailed paper would be brought to a future Board meeting about the impact of this.

Carol Sinclair referred to the risk performance over time charts of current and tolerance levels, which overall remained very static and asked if this provided any value to the Board in terms of assurance. Sarah Stevenson confirmed that she had a helpful discussion with internal audit about options to improve the visualisation of corporate risks and this would be discussed as part of the Board Risk Workshop in August.

Board members **approved** the corporate risk register and noted the actions in place and the assurance being received that risks are being controlled effectively.

ITEM 08 BOARD STANDING FINANCIAL INSTRUCTIONS

Julie Carter advised Board members that the sections listed in the paper had been reviewed as planned by the Audit and Risk Committee and were recommended to the Board for approval.

Board members noted the next planned review will be at the Audit and Risk Committee in October 2023 of sections 13 and 18.

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Board members **approved** the revised Standing Financial Instructions.

ITEM 09 FINANCIAL PERFORMANCE TO 30 JUNE 2023

Julie Carter provided a summary of the main points from the paper and invited feedback from Board members on the format of the report, which was slightly more complex given the Service was reporting its first deficit.

Board members noted the key points and at this early stage in the financial year, the financial position showed a deficit of £5.8 million against a trajectory deficit of £6 million. Board members noted whilst this was broadly in line with the £19 million deficit forecast, there was a number of key drivers and actions being initiated to ensure this position did not worsen as the year progressed. Julie Carter confirmed that a number of actions were being implemented in line with the Service approved financial plan and at this stage, the Service forecast remained at a projected deficit of £19 million for financial year 2023/24.

John McGuigan asked for further information about the new emerging costs pressures related to the £1 million deficit. Julie Carter confirmed that these related to computer maintenance costs and medical and consumable costs that were higher than anticipated and assured Board members there were a range of best value programmes against these that the Service was currently working through the detail of to identify if there was a cost pressure arising due to rising costs or if more savings had been anticipated than were not being realised.

In response to questions and feedback from Board members, Julie Carter confirmed

- That the costs related to the unfunded Covid-19 pressures were continuing to be higher than forecast in one area (Card 46 timed admissions) and work was underway to review this.
- The savings trajectory was slower than had been forecast for the first quarter.
- The financial value related to the impact of extended hospital turnaround times was being modelled above 30 minutes which was the assumption factored in the Demand and Capacity review.
- The bullet points listed on page 8 of the report would be reviewed for future reports to provide more detail on the issue, action and progress towards completion of each action.
- Consideration would be given to how the Service could better demonstrate the impacts, positive or negative, on the net zero position.

The Chair thanked the Director of Finance, Logistics and Strategy for the paper and efforts being made to mitigate the current position.

Board members **noted** the financial position and the Chair requested that the Board was kept updated of any issues as these emerged and more granular detail was provided on any areas of concern as the year progressed.

Action:

4. Director of Finance, Logistics and Strategy

- To review the bullet points listed on page 8 of the report for future reports to provide more detail on the issue, action and progress towards completion of each action.
- To consider how the Service could better demonstrate the impacts, positive or negative, on the net zero position.

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ITEM 10 PERSON CENTRED CARE UPDATE

Emma Stirling provided a summary of the main points from the paper. Board members noted performance against complaints compliance for Stage 1 (96%) and Stage 2 (98.2%) against a compliance target of 70%.

Board members expressed their thanks to everyone involved for their continued efforts in achieving the strongest performance for the Service since the inception of the complaints handling model.

In response to a question raised by Irene Oldfather, it was agreed that Emma Stirling would review patient representation on Service groups to ensure an inclusive approach. Emma Stirling reported that the Clinical Governance Committee was in the process of arranging a new patient representative following notification that a current representative would be taking a step back due to work commitments.

In response to a question from Carol Sinclair, Emma Stirling informed Board members that the Service had recently received guidance on the formulation of its Anchor Institution Strategy and this would be brought to a future Board Development session for discussion.

Following a request from Irene Oldfather, it was noted that as the Service's scoping work on the National Care Service was developed, the Board would receive an update at a Development session to understand the impact.

Board members **noted** the paper.

ITEM 11 PATIENT AND STAFF SAFETY HAI UPDATE

Emma Stirling provided a summary of the main points from the paper. Board members noted the Service's compliance with the infection control standards and the Service continued to maintain IPC audits above the 90% target and compliance with PVC bundle remained above the target of 95%.

Board members noted the IPC Programme of Work for 2023/24 and the IPC Annual Report 2022/23 were approved by the Clinical Governance Committee on 15 May 2023.

Board members noted the Scottish Healthcare Associated Infection Strategy 2023-2025 was published on 19 June and a review will be undertaken of the delivery plan and strategic goals and a report will be provided to the Executive Team on the Service's position, including the recommended requirements to ensure Service compliance.

Board members **noted** the report.

ITEM 12 HEALTH AND WELLBEING UPDATE

Avril Keen provided a summary of the main points from the paper. Board members noted activity and the targets and milestones on track for delivery.

Liz Humphreys referred to the Service's recent Healthy Culture Week activity and the session facilitated by the Director of Care Quality and Professional Development which had received extremely positive feedback. This feedback and wider stakeholder engagement feedback would be used to support a refresh of the Service's whistleblowing process and network and this

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would be reflected in the quarterly report presented to the Clinical Governance Committee in August.

In response to a request from Madeline Smith, Avril Keen advised that she would consider how the Service could promote the video recordings from these sessions to ensure these reached as many staff as possible.

Liz Humphreys welcomed the significant work that was being taken forward and it was agreed that the Board paper cover sheet would be reviewed to include the wider link to the systems pressures risk (Risk 4638) as having a healthy workforce was also critical to the mitigation of this risk.

In response to a question from Madeline Smith related to the challenges experienced by frontline teams to complete their iMatter action plans, Avril Keen confirmed that further guidance had been put in place to support teams ahead of the completion date in August.

Irene Oldfather suggested that it would be helpful for the Staff Governance Committee to receive feedback on the various staff evaluations from workshops and training sessions held across the Service to ensure that it continued to invest in areas that supported and assisted staff in their roles. Avril Keen confirmed that she would progress this action for reporting to the Staff Governance Committee.

Board members **noted** the report.

Action:

- 5. Director of Workforce - to** arrange for the Staff Governance Committee to receive feedback on the various staff evaluations from workshops and training sessions held across the Service to ensure that it continued to invest in areas that supported and assisted staff in their roles.

ITEM 13 CHAIR'S VERBAL REPORT

The Chair congratulated Liz Humphreys, Non Executive Director on her reappointment for a further four year term from 1 February 2024 as Non Executive Director and Whistleblowing Champion.

The Chair advised that Francis Tierney, Non Executive Director would reach the end of his second term of appointment in January 2024 and the recruitment process for a new Non Executive Director was underway with shortlisting planned for 10 August 2023.

The Chair provided an update on activities within the reporting period and Board members noted:-

- The Cabinet Secretary for NHS Recovery, Health and Social Care had opened the new NRRD training facility on 12 June.
- On 25 July, the Chair had visited the NHS Ayrshire and Arran Flow Navigation Centre, the local Emergency Departments and Kilmarnock Ambulance Station. He conveyed his thanks to the staff he had met for their commitment and the positive feedback on the operation of centre to direct patients to the most appropriate care.
- The Chair's feedback on NHS Chairs meetings and National Board Chairs meetings
- An update on the Blueprint for Good Governance Board Self Assessment with further details and guidance expected to be released in the coming weeks. The Board was

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currently anticipating that this would be the focus of the October Board Development session if this met with the timescales released by Scottish Government.

ITEM 14 CHIEF EXECUTIVE'S UPDATE

Michael Dickson paid tribute to Pauline Howie who had retired from the Service on 30 June and for the support she had provided to him in his capacity as Chief Executive of NHS Shetland and NHS Orkney and in his transition to the role of Chief Executive of the Service. He reported that he was privileged to join such a positive organisation with a strong history of delivery and he was keen to continue to build on what had been achieved to date with a priority focus on the planning and preparation for winter to avoid similar challenges experienced across the whole of the health and social care system the previous year.

He referred to the UCI World Cycling Championships, Glasgow that would take place in August 2023 and thanked all staff involved for their efforts in the planning and preparations in support of this event.

ITEM 15 AUDIT AND RISK COMMITTEE

Board members noted the minutes of 20 April 2023 approved by the Committee on 15 June 2023. Carol Sinclair, Chair of the Committee, provided the key points from the meeting held on 15 June 2023. Board members noted the Committee:-

- Reviewed the Risk Management Annual Report and Risk Management Policy
- Reviewed the Governance Committee Annual Reports which would form part of the assurance to the Service's governance statement and recommended these to the Board for approval.
- Reviewed the Governance Committee Terms of Reference and recommended these to the board for approval.
- Reviewed changes to section 11 of the Standing Financial instructions – Capital Investment Financing and recommended these to the Board for approval.
- Reviewed the Risk Management update. Following a recommendation at the May Board meeting, members welcomed the detailed update on the restricted risks which outlined the current and planned mitigating measures and requested further information was added to Risk 4636 related to rest breaks.
- Noted Internal Audit had started work on the management of adverse events which will sit alongside the ongoing organisational review of Significant Adverse Events Review process.
- Noted and discussed the findings for internal audit reports related to GRS Resource Planning – Efficiency and Effectiveness and Workforce and HR Data Integrity
- Noted Information Governance Quarterly report and the draft Audit report from the Information Commissioners Office.
- Noted the quarterly Fraud update and draft Fraud Annual Action Plan and approved the updated Fraud Policy.
- Noted regular updates from Internal Audit progress report, Best Value programme and Whistleblowing.

ITEM 16 STAFF GOVERNANCE COMMITTEE

Board members noted the minutes of 16 March 2023 approved by the Committee on 12 June 2023. Madeline Smith, Chair of Committee, provided the key points from the meeting on 12 June 2023. Board members noted the Committee:

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- Received presentations on the work being undertaken related to Technician to Paramedic progression and the Service’s Draft People Strategy.
- Reviewed the Staff Governance Committee Action Plan 2023/24 and welcomed the inclusion of milestones which would be populated ahead of the Committee meeting in September.
- Welcomed the reformatted presentation of the Staff Experience report to avoid duplication and requested further refinement to ensure that future reports outlined the impact being made. The Workforce senior leadership team would also be discussing how to take forward the same reformatted approach for all reports being presented to the Committee.
- Discussed an update on Health and Safety which included an update on the ongoing work related to Violence Prevention and Reduction and the development of a new Strategy and agreed that updates would be included in future reports.
- Received an update on recent partnership activity.
- Received an update on the work being undertaken by the Learning from Events group and welcomed the assurance provided of the work being undertaken to ensure that learning from events was aligned to the Clinical Governance Framework.
- Noted regular updates from Demand and Capacity Programme, Workforce Risk Register, Workforce, Education, Communications and Engagement and the Whistleblowing Annual report and quarterly update.

ITEM 17 DATE OF NEXT MEETING

The next meeting will be held on 27 September 2023 on MS teams.

The next Board Development session will be held on 30 August in person at National Headquarters, Gyle, Edinburgh.

The Chair thanked members for their participation and closed the meeting.

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