



NOT PROTECTIVELY MARKED

MINUTES OF THE 208TH PUBLIC MEETING OF THE SCOTTISH AMBULANCE SERVICE BOARD

1000 HOURS ON WEDNESDAY 27 MARCH 2024 ON MS TEAMS

Present:

Board members: Tom Steele, Chair (Chair)
Irene Oldfather, Non Executive Director & Vice Chair (*attendance until 12:00*)
Julie Carter, Director of Finance, Logistics & Strategy
Stuart Currie, Non Executive Director
Michael Dickson, Chief Executive
Steven Gilroy, Employee Director
Liz Humphreys, Non Executive Director
Mike McCormick, Non Executive Director
Carol Sinclair, Non Executive Director
Dr Jim Ward, Medical Director
Maggie Watts, Non Executive Director (*until 10:35 due to technical issues*)

Regular attendees: Paul Bassett, Chief Operating Officer/Deputy Chief Executive
Karen Brogan, Associate Director of Strategy Planning and Programmes
Kenny Freeburn, Regional Director, East
Mark Hannan, Head of Corporate Affairs & Engagement
Pippa Hamilton, Acting Board Secretary
Avril Keen, Director of Workforce
David Robertson, Regional Director, West
Emma Stirling, Director of Care Quality & Professional Development

In attendance: Paul Ryan, Member of the Public (*from 10:15*)
Sarah Stevenson, Risk Manager (Item 07)

WELCOME AND INTRODUCTION

The Chair welcomed everyone to the 208th Scottish Ambulance Service Board meeting.

Apologies were noted from:

Cecil Meiklejohn, Non Executive Director
Madeline Smith, Non Executive Director
Stephen Massetti, Director, National Operations
Milne Weir, Regional Director, North

ITEM 01 PATIENT STORY

Board members viewed the patient story in advance of the meeting, to coincide with the 10th anniversary of ScotSTAR on 1st April, the video featured the story of young Jackson Taylor of

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Ellon, Aberdeenshire, who was born four weeks prematurely in 2022. At just three days old, Jackson was placed in a ventilator and had to be transported from Aberdeen to Edinburgh with the help of ScotSTAR staff, Dr Mark Worrall, Paediatric Consultant, and Ashley Daye, Paediatric Retrieval Nurse. Mum Amie gave thanks to the excellent care provided by the staff.

The Board discussed the story and recognised the commendable care provided to both the patient and his mum by the staff involved.

The Chair asked that the Board's thanks be passed on to both the patient's mother and crew for sharing their story.

ITEM 02 DECLARATION OF INTERESTS

The following standing declarations were noted: -

- Stuart Currie - Non Executive Director, State Hospital, Scrutiny and Regulation of Social Care in Scotland by SG.
- Liz Humphreys - Non Executive Director, Public Health Scotland, member of the Audit and Accountability Committee of the Police Investigations and Review Commission, Non Executive Director Independent Living Fund Scotland, and Trustee Scottish Action for Mental Health.
- Irene Oldfather - Director of Scotland's Health and Social Care Alliance and Member and Vice Chair, Domestic Advisory Group (DAG), Trade and Cooperation Agreement with the European Union.
- Madeline Smith – Board member, Construction Leadership Forum, Board member of Scottish Fire and Rescue Service
- Carol Sinclair – Strategic Data Adviser, Digital Health and Care, Scottish Government and Trustee, Scotland's Charity Air Ambulance.
- Paul Bassett - Trustee, Scotland's Charity Air Ambulance

ITEM 03 MINUTES OF MEETING HELD ON 29 NOVEMBER 2023 AND 31 JANUARY 2024

Members approved the minutes of the November 2023 and January 2024 Board meetings.

ITEM 04 MATTERS ARISING

Board noted that 3 actions were proposed for closure and 1 action 205/06/12 (3), had a proposal to extend the target date to May 2024.

Board members approved the removal of matters arising 207/4/07, 207/5/08, 207/5/09 and the target date extension of 205/06/12 (3).

ITEM 05 BOARD QUALITY INDICATORS AND PERFORMANCE REPORT

The Chair reminded members that as discussed at the January 2024 Board, the Board Quality Indicators and Performance Report would be refreshed to ensure balance with other Board reports and in line with the refreshed Annual Delivery Plan and 2030 Strategy. The Chair advised that the refreshed report would be presented to the May Board. Members suggested that new information contained within the report since the last presentation should be highlighted in red text to support effective discussion.

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Michael Dickson provided a summary overview of the report and advised that unscheduled care demand has remained within the control limits and was below the mean in February 2024. Michael added that the 30 day survival rate remains stable with outcome measures within control limits, and median response times to purple category calls in February 2024 being 7 minutes 10 seconds.

The Board noted that Hospital Turnaround Times (HTAT) have indicated a slight decrease in February 2024, however some hospital sites remain a particular challenge where patients continue to be cared for in the back of ambulances managed by Service staff for increased periods of time, affecting ambulance response times, ambulance availability, staff rest periods and shift overruns.

Michael Dickson advised that he and the Chair had recently met with the Chair and Chief Executive of NHS Grampian with a view to working collaboratively to improve HTAT and ensure that all parts of the system were working consistently. Michael added however that a lack of progress was currently being seen. The Chair requested that the Board be kept informed of any further developments. The Chair highlighted that he and the Chief Executive had previously written to the Scottish Government in October 2023 in relation to the lack of improvement of HTAT and suggested that a follow up to that correspondence may now be required. The Board agreed to this approach.

Members noted the continuing challenge in relation to HTAT and the improvement actions which have been put in place by the Service.

Board members **noted** the report and discussion.

Action:

1. **Executive Directors** to ensure new information contained within the refreshed Board Quality Indicators and Performance report since the last presentation be highlighted in red text to support effective discussion.
2. **Chair and Chief Executive** to consider writing further to the Scottish Government in relation to the lack of improvement of HTAT, following on from their correspondence of October 2023.

ITEM 06 DELIVERING OUR 2030 STRATEGY – PORTFOLIO UPDATES

Michael Dickson provided a summary of the main points from the paper and highlighted that good progress continues to be made across all portfolios of work, with mitigating actions put in place for any delays to delivery timelines due to operational pressures or other factors.

Members noted that in relation to population health given that there is no dedicated resource for this work within the organisation, a pragmatic approach on how the Service's work is implemented and evidenced to improve the health of Scotland's population was being undertaken. Jim Ward added that over the coming weeks there would be a number of opportunities to share the developing thinking including a Health Inequalities Implementation Webinar and that the Service had secured a space at the National Realistic Medicine Conference in April to describe the Service's approach to this work.

Board members noted progress and thanked the Executive Team and their teams for their work to progress the delivery of the 2030 Strategy portfolios.

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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.

Sarah advised that members were asked to:

- Approve the rewording and reduction of risk level from High to Medium for Corporate Risk 5653, Organisational Culture
- Note the 2 additional areas identified in the spider diagram as future risks:-
 - Reductions in the working week
 - Sustainability of NHS Service both impacting on our service provision.

Liz Humphreys advised that she welcomed the rewording of risk 5653, however added that she felt that it was slightly premature to reduce the risk level from High to Medium and that she would be keen for the risk level to remain at High pending discussion at the next Staff Governance Committee meeting.

Carol Sinclair noted that the addition of the interconnected and future risks section of the paper was very effective visually, however asked when, movement in performance over time and risk appetite, was likely to be seen. Sarah Stevenson advised that she would pick this up with the actions owners and include more “by when” detail within future reporting.

Members **approved** the risk register and the rewording of Corporate Risk 5653 and agreed that the risk level would remain at High for the time being.

Action:

3. **Risk Manager** to include more “by when” detail within the interconnected and future risks section of future presentations of the Corporate Risk Register paper.

ITEM 08 PUBLIC BODIES FRAMEWORK

Julie Carter advised that the presented Framework document is an update from the previous document which was approved by the Board in September 2017 and is presented to the Board for approval.

Julie highlighted that the document has been reviewed and agreed with the policy team at the Scottish Government and the Board with all additional comments reviewed and included within the presented document. Julie added that following approval the Framework document will be published on the Service website.

Mike McCormick asked in relation to ex-gratia payments referred to (item 26 and 27), whether these payments would require Scottish Government approval. Julie Carter confirmed that these would require Scottish Government approval and advised that she would review the wording for these to make this clear that these tie in with the Standing Financial Instructions and Standing Orders.

Members noted and **approved** the Public Bodies Framework document, subject to the reviewed wording being included for item 26 and 27 of the ex-gratia payments section.

Action:

4. **Director of Finance, Logistics and Strategy** to review the wording for ex-gratia payments section (items 26 and 27) of Public Bodies Framework to make clear that

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these payment align with the Board's Standing Financial Instructions and Standing Orders.

ITEM 09 ANCHOR STRATEGY – BASELINE ACTIVITY METRICS

Emma Stirling advised members that the Service's Anchor Strategy Plan was submitted to the Scottish Government on 27 October 2023 following approval by the Executive Team and Board. Emma added that following submission and recognition as part of the NHS Scotland Delivery Plan Guidance, the Scottish Government asked NHs Boards to develop "a clear baseline in relation to workforce; local procurement; and use or disposal of land and assets for the benefit of the community".

The Board noted that the paper presented outlines the Services response to key baseline metrics in reporting year 2022/2023 and were developed in consultation with strategic leads and then circulated virtually to the Board for feedback in advance of formal approval being sought at the March Board, to allow submission of the Scottish Government by the deadline of 27 March 2024.

Members suggested that the baseline activity questions which have a "no" response required to be completed with detail of how the Service would plan to achieve these activities in the future and softening the responses to demonstrates the principles, e.g. that the organisation didn't need to be accredited in some areas to provide a good service.

Members enquired where the progress of the improvement plan for this work would be overseen. Emma Stirling advised that the timings of the Project Plan was submitted to the Engine Room and included clear milestones to report back on. Emma added that the work was a planned process and will be taken through the robust governance processes of the 2030 Strategy Board and reported to the Board within the Delivering our 2030 Strategy report.

Members **approved** the paper presented for submission to the Scottish Government.

ITEM 10 FINANCIAL PERFORMANCE TO 29 FEBRUARY 2024

Julie Carter provided a summary of the main points from the paper:

- The financial position shows a deficit of £8.96 million and the now revised full year deficit outturn of £8.0 million, after year end adjustments and budget allocations.
- Impact of ongoing post COVID/system pressures of £8.98 million to date has been incurred in this period. Confirmation received from the Scottish Government that this will be funded which will result in a break-even position being reported.
- In relation to local efficiency savings, the annual target is £4.85 million and to date £6.9 million has been delivered. Best value schemes identified national programme plans of £3.744 million of which £3.4 million has been delivered to date. Grip and Control has identified £0.81 million to date against a £1.0 million plan. Showing a total actual position to date of £11.10 million against a target of £11.0 million and on track to deliver the £12 million target, in line with the updated forecast.
- Through the back to balance plan with the focus on priority high overspend areas has delivered £1.289 million against a full year target of £6.125 million. Noting this is, however, being partially masked by new emerging cost pressures.

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Members discussed the paper and noted the positive news of the confirmation of the funding allocation to enable a break-even position to be achieved.

Mike McCormick referenced the £3.9 million cost pressure in relation to Card 46 (timed admissions) and asked if there were plans to look at this as part of the Scheduled Care Project. Paul Bassett provided assurance that work was being undertaken by the Regional Directors in relation to the Card 46 which will include the review of the utilisation of other resources to transfer patients to accident and emergency following appropriate clinical risk assessment.

The Chair passed on his thanks to everyone involved in ensuring that a break-even position was achieved and enabling the performance targets of the Service to continue to be met.

Board members **noted** the financial position.

ITEM 11 PERSON CENTRED CARE UPDATE

Emma Stirling provided a summary of the main points from the paper and Board members noted recent patient experience activity, PFPI work, compliments and complaints compliance, themes and actions and an update on the cases with the Scottish Public Services Ombudsman.

Board members noted the complaints compliance with Stage 1 reported at 97.4% and Stage 2 reported at 94.4% against a compliance target of 70%.

A decrease in the overall number of complaints received by the Service was noted compared to the previous two years.

Emma Stirling advised that work is ongoing to review the format of the Person Centred Care paper to ensure the triangulation of information between this and the Board Quality Indicators and Performance report.

The Board noted that Dave Bywater has been appointed as Interim Director of Care Quality and Professional Development to cover the Maternity Leave period for Emma Stirling and that Dave would be in attendance at future Board meetings.

Board members **noted** the report.

ITEM 12 PATIENT AND STAFF SAFETY HAI UPDATE

Emma Stirling provided a summary of the main points from the paper. Board members noted the Infection Prevention and Control Programme of Work for 2023/24 continues to progress.

Members noted that the proposed audit scoring matrix will be reviewed at the next Infection Control Committee meeting, with the change allowing the Infection Prevention and Control team to devote more time to support staff and managers in stations where scores are in the amber or red category.

Emma highlighted that the Antimicrobial Resistance and Healthcare Associated Infection (ARHAI) team have undertaken a literature review of transmission-based precautions (TBPs) within Chapter 2 of the national IPC manual and as part of this work ARHAI and NHS Assure have agreed to support the Service's request for review of the current ambulance design for patients with high consequences infectious disease, given the extreme differences between the Service and Territorial Health Boards.

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Liz Humphreys suggested that when refreshing the future presentation of Board papers that consideration should be given to the triangulation and reflection of wider patient safety reporting to the Board.

Jim Ward advised that in response to Liz's comment that he would take forward a discussion with the Board Chair and Chair of Clinical Governance Committee in relation to wider patient safety reporting relationship between Clinical Governance Committee and the Public Board. Jim added that work was underway to refresh Clinical Governance Committee reporting, adding that this work may also inform what wider patient safety areas should be reported to the Board.

Board members **noted** the report.

ITEM 13 HEALTH AND WELLBEING UPDATE

Avril Keen provided a summary of the main points from the paper. Board members noted that the paper provided an update on health and wellbeing activity along with the closing position of the Health and Wellbeing Strategy 2021-2024. Avril highlighted that of the 17 milestones and targets within the third year of the Health and Wellbeing Strategy, 10 were completed, 5 were partially complete and 2 have not been achieved.

Members noted that since the launch of the TRiM Assessor Network in June 2023, where any members of staff can self-refer or be referred by a manager for a TRIM assessment following a traumatic or potentially traumatic event at work, 183 referrals had been received.

Avril Keen highlighted that the revised draft of the Internal Audit Report into the Health and Wellbeing Strategy was due to be presented to the Executive Team and then to the next Audit and Risk Committee meeting.

Liz Humphreys advised that the Health and Wellbeing Strategy Impact Report and Internal Audit was presented to the March Staff Governance Committee as the special topic. Liz added that following the presentation she was extremely assured by the volume of work undertaken and that evaluation had been undertaken from the beginning of the Strategy in an evidence based way.

Carol Sinclair highlighted that it was agreed at the last Audit and Risk Committee that Avril Keen would provide her, as Committee Chair, with a brief written update on the work which has been done in relation to the revised draft of the Health and Wellbeing Strategy Internal Audit Report in advance of the April Committee meeting.

The Chair advised that the Board would look forward to the next iteration of the Health and Wellbeing Strategy for the next 4 years being presented to the Board in July.

Board members **noted** the discussion and report.

ITEM 14 CHAIR'S VERBAL REPORT

The Chair and Vice Chair provided an update on activity during the reporting period and Board members noted:

- The Vice Chair attended a meeting with Caroline Lamb, Director General Health and Social Care in which a clear agenda of partnership working and ensuring protected learning time for staff was discussed.

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- The Cabinet Secretary held a meeting with Board Chairs in which there was a clear focus on reducing backlogs as a key priority, the importance of across Board working and innovation.
- The Chair attended a reception at Parliament to celebrate 10 years of the Scotland's Charity Air Ambulance (SCAA) which was a well attended event with positive engagement and highlighted the value of SCAA.

ITEM 15 CHIEF EXECUTIVE'S UPDATE

Michael Dickson provided an update on key activity during the reporting period.

- NHS Board Chief Executives continue to meet regularly to discuss the current financial position.
- The Chief Executive recently visited His Majesty's Prison (HMP) Shotts which highlighted the work taken place in relation to prisoner health care which the Service had initiated.
- A recent visit was undertaken to Shetland, Orkney, Aberdeen and Scotland's Charity Air Ambulance base which highlighted the dedication, commitment and innovative ways of working from ambulance crews and colleagues working within those areas.
- It was highlighted that work was being undertaken in relation to the 2023/24 Agenda for Change Pay Deal 36 hour working week following correspondence received from the Cabinet Secretary in relation to the Agenda for Change non pay elements of the 2023/24 pay deal advising that from 1st April the working week for all Agenda for Change staff would reduce to 37 hours. Challenges will be faced by the Service as a result of this move which includes system changes, roster changes and pension changes. It was noted that a Project Management Team has been established to take forward this work which will be carried out in partnership.

ITEM 16 STAFF GOVERNANCE COMMITTEE

Board members noted the minutes of 14 December 2023 approved by the Committee on 14 March 2024. In the absence of Madeline Smith, Staff Governance Committee chair it was noted that a written version of the update from the meeting held on 14 December 2024 would be circulated virtually to Board members.

ITEM 17 CLINICAL GOVERNANCE COMMITTEE

Board members noted the minutes of 13 November 2023 approved by the Committee on 12 February 2024. Stuart Currie, Chair of Committee, provided the key points from the meeting on 12 February 2024. Board members noted the Committee:

- Received a presentation on the work being carried out in relation to Realistic Healthcare in the Service.
- Noted the Patient Experience and Learning from Adverse Events report and requested some revisions and review of the paper be undertaken to provide clearer alignment with corporate and clinical risks.
- Reviewed and noted the Clinical Risk Register.
- Noted the Clinical Governance and Patient Safety Report and took assurance from the overview provided in relation to current clinical governance and patient safety activities.
- Discussed and approved the draft Committee annual workplan for 2024.

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- Received updates on infection prevention and control, education, clinical services transformation programme, whistleblowing and Committee self-assessment action plan progress update.
- Noted minutes from the Clinical Assurance Group, Medicines Management Group, National Clinical Operational Governance Group, Public Protection Assurance Group and Research Development and Innovation Group.

Stuart Currie suggested that written update reports from the latest Governance Committee meetings be provided to the Board rather than verbal updates going forward. Members agreed to this approach.

Action:

- 5. Acting Board Secretary** to provide written update reports from the latest Governance Committee meetings as part of the Board papers rather than verbal updates from Committee Chairs going forward.

ITEM 18 BOARD DEVELOPMENT REPORT – FEBRUARY 2023

Board members noted the report.

Lindsey Ralph, Board Secretary

The Chair recorded his thanks on behalf of the Board to the late Lindsey Ralph who passed away on 20th February 2024 following a short illness.

Members noted that Lindsey joined the Service in October 1991 as a Personal Assistant. In 2013, Lindsey became the Deputy Board Secretary and then Board Secretary in 2017. During her time as Board Secretary, Lindsey was pivotal in the running of our Board and keeping the Services governance in the best shape.

The Board extended its sympathies to Lindsey’s mother Isobel, her sister Pauline and her family.

ITEM 19 DATE OF NEXT MEETING

The next meeting will be held on 29 May 2024.

The Chair thanked members for their participation and the focus and attention given throughout the discussion.

The Chair closed the meeting.

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