

NHS Ayrshire & Arran

Meeting:	Ayrshire and Arran NHS Board
Meeting date:	Monday 1 February 2021
Title:	NHS Ayrshire & Arran Annual Review
Responsible Director:	Kirstin Dickson, Director for Transformation and Sustainability
Report Author:	Helen Strainger, Head of Planning & Performance

1. Purpose

This is presented to the Board for:

- Awareness

This paper relates to:

- Annual Operational Plan

This aligns to the following NHS Scotland quality ambitions:

- Safe
- Effective
- Person Centred

2. Report summary

2.1 Situation

The Annual Review for NHS Ayrshire & Arran took place via video conference on Wednesday 30 September 2020. The review was chaired by Ms Clare Haughey, Minister for Mental Health supported by Christine McLaughlin, Director for Planning (Scottish Government).

Given the ongoing focus on the COVID-19 pandemic response at that time, and the extent of other materials which had been provided with regards remobilisation planning that the requirements for briefing material were reduced significantly.

2.2 Background

The core purpose of the Annual Review of each NHS Board in Scotland is for Boards to be held to account for their performance. The primary focus is on performance during the specific financial year being reviewed but Boards often prepare materials to discuss the in-year position, as well as describing plans into the year ahead and beyond.

2.3 Assessment

The agenda for the Annual Review held on 30 September 2020 was split into three sections, to cover:

- pre-Covid performance during 2019/20;
- the initial response to the pandemic from Feb/March to July 2020; and
- a forward look, in line with the current Board mobilisation plans (August to end of March 2021) and beyond.

A letter, detailing key points discussed during the Annual Review meeting was received on 14 December 2020. This letter is provided at Appendix 1 to this paper.

2.3.1 Quality/patient care

There are no direct impacts on quality of care from the content of this paper as it is for NHS Board member awareness only.

2.3.2 Workforce

There are no direct impacts on staff health and wellbeing from the content of this paper as it is for NHS Board member awareness only.

2.3.3 Financial

There is no direct financial impact as a consequence of the content of this paper. This paper is for NHS Board member awareness of the outcome of the Annual Review process.

2.3.4 Risk assessment/management

There are no direct risks associated with the content of this paper. However failure to have adequate information to ensure action is taken in areas of poor performance is recognised as a potential risk to the organisation and mitigating actions have been put in place to alleviate this risk.

2.3.5 Equality and diversity, including health inequalities

An impact assessment has not been completed because this paper provides an update on correspondence received relating to the Annual review meeting for 2019/20.

2.3.6 Other impacts

There are no specific actions resulting from this paper in relation to Best Value, Compliance with Corporate Objectives or on Local outcomes of improvement plans. However the content of briefings for each Annual Review take into account these key areas of impact.

2.3.7 Communication, involvement, engagement and consultation

There has been no requirement to directly involve external stakeholders in the Annual Review on this occasion due to the response to the COVID-19 pandemic. However, relevant stakeholder groups have contributed to the briefing materials for the Annual Review.

2.3.8 Route to the meeting

This letter of response to the Annual Review meeting has not been previously considered by any other Committee.

2.4 Recommendation

NHS Board members are provided with this information for awareness and asked to discuss the information provided in this report.

3. List of appendices

The following appendix is included with this report:

Appendix 1: Letter detailing key points from the NHS Ayrshire & Arran: 2019/20 Annual Review.

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Lesley Bowie, Chair, NHS Ayrshire and Arran

Via email: Lesley.Bowie@aapct.scot.nhs.uk

14th December 2020

Dear Lesley,

NHS AYRSHIRE & ARRAN: 2019/20 ANNUAL REVIEW

1. Thank you for attending NHS Ayrshire & Arran's Annual Review with your Chief Executive on 30 September via video conference. I am writing to summarise the key discussion points.

2. As you will be aware, the intention was for Ministers to conduct a full round of Annual Reviews during the summer. Whilst that has not proved possible due to the Covid-19 pandemic, Annual Reviews remain an important part of the accountability process for the NHS and, as such, we have arranged for Ministers to hold appropriate sessions with the Chair and Chief Executive of each Board via video conference. I was supported in the meeting by Christine McLaughlin, Director of Planning.

3. The agenda for this year's round of Reviews has been split into three sections to cover: pre-Covid performance during 2019/20; the initial response to the pandemic from February/March to July 2020; and a forward look, in line with the current Board mobilisation plans (August to end of March 2021) and beyond.

Pre-Covid performance during 2019/20

4. NHS Ayrshire & Arran was one of the three original escalated Boards and had on-going issues with some services and a need to improve its financial stability. We recognise that much work was focussed on addressing issues and improving/maintaining performance, and noted that progress had been made. Unfortunately, some of this has been affected by the obvious impact of the Covid-19 pandemic. The Board had seen progress with Elective Waiting Times, and by October 2019 the Board had met and exceeded the targets outlined in the Waiting Times Improvement Plan.

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5. In terms of cancer waiting times NHS Ayrshire & Arran's performance against the 62-day standard has improved for the last five quarters, however it remains below 95%. I was pleased to note that the 31-day standard has been maintained over the last five quarters with Q1 2020 being 99.2%. On mental health waiting times, the Board did not meet the standards for either Child and Adolescent Mental Health Services (CAMHS) or Psychological Therapies. I took the opportunity to ask about the Board's priorities in terms of Action 15 of the Mental Health strategy. You advised that the main focus has been targeted at: the prison service; primary care for primary care mental health workers; and supporting the forensic and crisis services. You note that this has helped take forward areas you needed to strengthen, particularly primary care, and assured us that improving mental health services is a key priority area for NHS Ayrshire & Arran and that the Board is committed to making progress going forward.

Initial response to the pandemic from February/March to July 2020

6. You provided a helpful overview of the Board's initial response to the pandemic from late February. As has been noted, this required an unparalleled, immediate and radical restructure of both services and ways of working in the NHS in Scotland, including in NHS Ayrshire & Arran. All Boards will need to learn from the pandemic experience and adapt; ensuring that the remarkable innovation and new ways of working demonstrated this year underpin the local strategy for a sustainable future. We also asked the local Area Clinical Forum and Area Partnership Forum to provide brief updates ahead of the Review and I would like to take this opportunity to, once again, formally record our sincere thanks to local staff for the incredible effort and unstinting commitment they have consistently shown, in the most testing of conditions. We were pleased to note the Board's ongoing priority and focus on staff well-being: this must be maintained as an already fatigued workforce is faced with a very challenging winter.

Forward Look

7. We noted that there has been a whole system approach to planning and responding to the pandemic and that an Emergency Management Team was established to ensure that the health and social care system was able to respond and deliver services that were safe for patients and staff. We welcomed your assurance that this group will be maintained and will continue to be a key part of the whole system response of planning and delivery of services. The Board's elective operating capacity was estimated to return to around 50% of pre-Covid capacity, however you advised that the Board will be resetting the forecast for waiting lists. It would be helpful to get the detail of the numbers and procedures involved and Scottish Government colleagues will follow this up with you.

8. In terms of mental health services, during the initial stages of the pandemic NHS Boards were asked to set up mental health assessment units to re-direct people in mental health crisis away from A&E, however NHS Ayrshire & Arran did not implement this but instead took a different approach. You advised that the Board have established mental health pathways in place, including positive working relationships with police Scotland locally who have direct contact with crisis team and can therefore avoiding taking individuals to A&E. You also highlighted that you have integrated crisis resource teams within the urgent care service and you are seeing positive response in terms of Out of Hours support and anyone who does attend A&E is supported by the crisis team and cared for out with A&E. You noted that the service you have in place is working well but that it is kept under review. I am keen to learn how this has impacted on your longer A&E waits for those presenting with

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a mental health concern, to ensure the pathways in place are making a positive difference; and I would like an assurance that NHS Ayrshire & Arran is participating in the work of the Scotland wide group, led by NHS Greater Glasgow & Clyde, looking at pathways.

9. Local performance against the 4 hour A&E standard has been a challenge for some time, with significant levels of long waits over 12 hours and high levels of delayed discharge. All Health Boards had seen unscheduled care pressures fall in the first phase of the pandemic, with the restrictions having a significant impact on attendances. However, as restrictions were scaled down following the initial lockdown, attendances have risen; and Boards face new pressures in A&E Departments and receiving wards due to the appropriate infection control measures and streaming of patients. That is why we are currently piloting the redesign of unscheduled care in NHS Ayrshire & Arran. In taking this work forward, you are working closely with stakeholders and using the learning from the hub approach used in supporting the initial Covid mobilisation. This work is a critical component of our approach to redesigning unscheduled care and I am grateful to the Board for your involvement in this pilot.

Finance

10. The Board required additional financial support in 2019/20 (£14.7 million) to deliver break even against your revenue resource limit. Key cost pressures in-year included demand pressures and the opening of additional acute beds as a result of delayed discharges. Primary Care prescribing volumes also increased by more than anticipated at the beginning of the financial year. You welcomed the funding to support additional costs as a result of Covid-19, and you noted that gives NHS Ayrshire & Arran the ability to move forward with a degree of confidence. That said, you advised that the financial position going forward will be challenging and based on the funding to support additional costs as a result of COVID-19, your indication is that NHS Ayrshire & Arran's anticipated financial support for 2020/21 will be £13.5 million. You are in discussion with Scottish Government's finance colleagues.

11. NHS Ayrshire & Arran's escalation status remains in place. However, as already noted, progress has been affected by the impact of the Covid-19 pandemic and we will review the Board's position and update you on the position as soon as practicable.

Conclusion

12. We want to reiterate our thanks to the Board and local staff for their ongoing, incredible efforts, professionalism and commitment, in the facing of unprecedented and unremitting pressures during 2020/21.

13. We know you understand that there is no room for complacency, given the myriad of risks the NHS faces this winter. We will continue to keep local activity under close review and to provide as much support as possible. We are nonetheless confident that NHS Ayrshire & Arran and its staff are well placed to continue to deliver for the benefit of local people.

Clare Haughey

Clare Haughey

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