

LOTHIAN NHS BOARD

Minutes of the meeting of Lothian NHS Board held at 10.30am on Wednesday 26 June 2024 in the Carrington Room, Inverleith Building, Western General Hospital, Edinburgh EH4 2LF.

Present:

Non-Executive Board Members: Mr A. Fleming (Vice Chair) (Chairing); Mr J. Blazeby; Dr P. Cantley; Cllr H. Cartmill; Mr A. Cogan; Mr M. Connor; Ms V. de Souza; Ms E. Gordon; Mr G. Gordon; Prof A. Khan; Mr P. Knight; Mr A. McCann; Ms K. Macdonald and Cllr D. Milligan.

Executive Board Members: Mr J. Crombie (Interim Chief Executive); Miss T. Gillies (Executive Medical Director); Ms A. MacDonald (Executive Nurse Director); Ms D. Milne (Director of Public Health and Health Policy) and Mr C. Marriott (Director of Finance).

In Attendance: Mr C. Briggs (Director of Strategic Planning); Ms J. Butler (Director of Human Resources & Organisational Development); Ms M. Campbell (Director of Estates & Facilities); Dr J. Long (Director of Primary Care); Ms J. Mackay (Director of Communications & Public Engagement); Ms T. McKigen (Services Director, Royal Edinburgh Hospital & Associated Services); Mr D. Hood (Head of Operations, East Lothian HSCP); Mr A. Tyrothoulakis, Site Director, RIE; Mr D. Thompson (Board Secretary) and Mr C. Graham (Corporate Governance Team Manager, minutes).

Apologies for absence: Prof. J. Connaghan (Board Chair and Non-Executive Board Member); Cllr S. Akhtar (Non-Executive Board Member); Cllr S. Jenkinson (Non-Executive Board Member); Ms K. Kasper (Non-Executive Board Member); Mr P. Allenby (Non-Executive Board Member); Prof J. Innes (Non-Executive Board Member); Prof L. Marson (Non-Executive Board Member); Mr E. Balfour (Non-Executive Board Member); Ms T. A. Miller (Non-Executive Board Member); Ms M. Carr (Chief Officer, Acute Services); Ms M. Barrow (Chief Officer, Midlothian IJB); Mr P. Togher (Chief Officer, Edinburgh IJB); Ms F. Wilson (Chief Officer, East Lothian IJB) and Ms A. White (Chief Officer, West Lothian IJB).

19. Welcome & Declaration of Interests

- 19.1 The Chair welcomed members, colleagues, and observers to the Board meeting. The Board welcomed Ms Kirsty Macdonald, recently appointed Non-Executive Director, attending her first Board meeting.
- 19.2 The Chair asked members to declare any financial and non-financial interests they had in the items of business for consideration, identifying the relevant agenda item and the nature of their interest. No declarations of interest were made.

ITEMS FOR APPROVAL OR NOTING

20. Items proposed for Approval or Noting without further discussion

- 20.1 The Chair reminded those present that the Board agenda was made up of two separate sections. The first was the section for approval commonly referred to as “the consent agenda.” The Chair reminded members that they had the opportunity to advise in advance if they wished any matter to be moved out of this section, for discussion. The Board noted that no such requests had been made.
- 20.2 Minutes of Previous Board Meeting held on 24 April 2024 – Minutes were approved.

- 20.3 Staff Governance Committee Minutes – 06 March 2024 – Minutes were noted.
- 20.4 Healthcare Governance Committee Minutes – 26 March 2024 – Minutes were noted.
- 20.5 Audit & Risk Committee Minutes – 19 February 2024 – Minutes were noted.
- 20.6 Finance & Resources Committee Minutes – 27 March 2024 – Minutes were noted.
- 20.7 West Lothian Integration Joint Board Minutes – 26 March 2024 – Minutes were noted.
- 20.8 East Lothian Integration Joint Board Minutes – 22 February, 28 March & 25 April 2024 – Minutes were noted.
- 20.9 Edinburgh Integration Joint Board Minutes – 18 March 2024 – Minutes were noted.
- 20.10 Midlothian Integration Joint Board Minutes – 08 February & 21 March 2024 – Minutes were noted.
- 20.11 National Whistleblowing Standards – Annual Performance Report (2023 – 2024) – Annual Report was noted.
- 20.12 Property Rationalisation Programme - Belhaven Hospital & Newtongrange Clinic - The Board confirmed that, based on the recommendations of the Finance and Resources Committee, the following sites should be formally declared surplus to requirements:
- Belhaven Hospital
 - Former Newtongrange Clinic
- 20.13 Appointment of Members to Committees and Integration Joint Boards – The Board agreed the recommendations in the paper, as follows:

The Board approved:

- The appointment of Professor John Innes as a member of the Staff Governance Committee, with effect from 26 June 2024.
- The appointment of Kirsty MacDonald as a member of the Remuneration Committee, with effect from 26 June 2024.
- The appointment of Kirsty MacDonald as a Voting Member of the Midlothian Integration Joint Board, with effect from 1 August 2024.
- The appointment of Dr Amjad Khan as a Voting Member of the Midlothian Integration Joint Board, with effect from 26 June 2024.
- The appointment of George Gordon as the Board's Non-Executive Climate Emergency and Sustainability Champion, with effect from 26 June 2024.
- The re-appointment of Professor Emma Reynish as a Non-Voting Member of the Edinburgh Integration Joint Board, with effect from 27 June 2024.

The Board noted:

- The appointment of Kirsty MacDonald as a new Non-Executive Board Member, with effect from 10 June 2024.

ITEMS FOR DISCUSSION

21. Board Chair's Report – June 2024

21.1 The Vice Chair updated the Board on the following:

- **Reforming services and reforming the way we work** – Correspondence on this matter from the Director General of 5 June 2024 was noted. There was discussion on the Board's engagement with ongoing developments and it was noted that the Board Chair had already spoken with the Director General on the details involved with reform. There would be the opportunity for further discussion through the Board's Strategy Planning and Performance Committee. The Interim Chief Executive added that the ambition of a reform strategy was welcomed but further detail was required. The Board noted that the Director of Finance was part of the planning and delivery board looking at this piece of work, pulling together a number of strategic and operational issues. Further details would come back to the Board as further developments were made.
- **NHS Scotland – Financial Position and Improvement Expectations** – Correspondence on this matter from the Director General of 21 June 2024 was noted.
- **Board Annual Review 2024** – The Board noted that the Annual Review with the Cabinet Secretary would take place on Monday 7 October 2024. Further details would be issued to Board colleagues once finalised.

22. Board Executive Team (BET) Report – June 2024

22.1 The Interim Chief Executive presented the report. Questions from Board members prompted more detailed discussion in some areas and highlighted the following points:

- **NHS Lothian Annual Delivery Plan (ADP)** – The Director of Strategic Planning confirmed that the response from Scottish Government on the Board's ADP submission had now been received, however there had not been sufficient time to bring this to the Board in an appropriate fashion. The response had been preceded by feedback from Scottish Government which the Board had been asked to note. The Board noted that the final ADP would therefore be brought to the August meeting for formal agreement and updates on progress would also be provided ahead of further discussion on trajectory at the September meeting of the Strategy, Planning and Performance Committee.
- **Theatre Utilisation Electronic Scheduling** - The Board noted the update on the roll out and improved session uptake, increase in patient numbers and utilisation. The Board was a pathfinder for this work and the roll out had started at St John's Hospital with encouraging feedback from specialties. Discussions were ongoing in relation to the Royal Infirmary of Edinburgh and the Western General Hospital.
- **Recent Awards** - The Board recognised the success of Frances Aitken, Lead Dementia Nurse for Stress and Distress at St John's Hospital, Prof Juliet MacArthur, and the Neonatal Unit (Simpsons, RIE) and the Special Care Baby Unit (SJH) who had recently won RCN Scotland's Nurse of the Year, Mental Health Nursing Award and Scottish Neonatal Nurses' Group Team of the Year respectively. The acting Chief Executive would be writing out to colleagues to congratulate them.

23. Opportunity for committee chairs or IJB leads to highlight material items for awareness

- 23.1 Healthcare Governance Committee – The Board noted that the committee had acknowledged and discussed the 'Cass Review – Independent Review of Gender Services for Children and Young People' at its meeting held on 28 May 2024. The Committee would continue to review relevant developments and expected to receive a more detailed report on the implications for NHS Lothian in due course.
- 23.2 Staff Governance Committee – The Board noted that the Committee had received several challenging reports around Agenda for Change reform and the delivery of workforce savings. The comprehensive and candid nature of these reports had been welcomed by the Committee, in outlining opportunities and challenges in each of the areas.
- 23.3 Finance and Resources Committee – The Board noted the discussions at the Committee around the declaration of Belhaven Hospital & Newtongrange Clinic as surplus as part of the asset management reporting. The Committee had also received a report on the relocation of NHS Lothian's headquarters and approved the standard business case for a proposed move to an alternative city centre location in 2025, subject to finalisation of commercial matters.

24. NHS Lothian 2023/24 Financial Outturn Position

- 24.1 The Director of Finance provided an update to the Board on NHS Lothian's financial position for 2023/24. The Board noted that the revenue outturn target had been achieved, subject to auditing. Starting the 2023/24 year with a deficit of £52M, NHS Lothian had been one of only six mainland boards to deliver a breakeven position. The Director of Finance thanked all staff that had contributed to this achievement.
- 24.2 The Board discussed a range of factors relevant to the 2024/25 position, including additional funding announced by the Scottish Government, the challenge of delivering significant efficiency and savings targets, and the specific financial challenges faced by Integration Joint Boards. It was reiterated that NHS Lothian's opening 2024/25 financial position had included a £140M gap and that the difficult decisions required to close this were likely to have adverse impacts. The ongoing work to undertake detailed impact assessments was noted.
- 24.3 The Board thanked the executive team and wider organisation of achieving a break-even position in challenging circumstances. It agreed to accept this report as a source of significant assurance that NHS Lothian had achieved its financial target of breakeven for the year 2023/24, subject to external audit review.

25. Lothian Strategic Development Framework (LSDF) & Corporate Objectives 2024/25

- 25.1 The Director of Strategic Planning briefed the Board on the Lothian Strategic Development Framework (LSDF) Annual Report and presented the review of Corporate Objectives for 2023/24. Approval was sought for the publication of the LSDF Annual Report.
- 25.2 There was discussion on the Corporate Objectives and revised implementation books that would come to Strategy Planning and Performance Committee in September. The Board also discussed the delivery timeframe for LSDF and noted that some areas remained on trajectory to deliver and may be quicker than 5-10 years to achieve, whereas some parts may face significant delay, due to the restrictions in capital funding and the significant impact of this on NHS Lothian's capacity to deliver.

- 25.3 The Board welcomed the narrated LSDF video which provided a good balance between sharing information and accessibility to the public. The challenges involved in having a joint approach across the Health Board and integration joint boards were recognised but it was important to retain a consistent approach which takes time and effort.
- 25.4 The Board noted the background, approved the LSDF Annual Report and noted the review of performance against Corporate Objectives for 2023/24.

26. NHS Lothian Board Performance Report

- 26.1 The Interim Chief Executive presented the Board Performance Report. There was discussion on General Practice activity across Lothian and the challenges within Primary Care, as well as in relation to Unscheduled Care. The Board noted that occupancy across all acute hospitals remained extremely high and the concerns in Primary Care and Acute Services were both reflected within the Corporate Risk Register.
- 26.2 The Board also discussed the ongoing challenge around delayed discharges, noting the renewed Scottish Government focus on reducing this number by October 2024. The complexity of achieving this target, given the multiple factors involved in admission and discharge, was recognised and the work between NHS Lothian and the Centre for Sustainable Development was noted. The impact of affordable housing allocation decisions and care home closures on delayed discharges and whole system working was also highlighted. The Board noted that the Edinburgh Older People pathway had been approved by Edinburgh IJB at its last meeting and would be a helpful approach to addressing some of the issues around delays.
- 26.3 The Chair welcomed the discussion and confirmed that there would be the opportunity to expand on some of these areas, include whole system working at the Strategy, Planning and Performance Committee.
- 26.4 Based on the recommendations in the paper, the Board:
- **Acknowledged** the performance across NHS Lothian in relation to the metrics provided.
 - **Noted** the assurance levels for expected delivery against key national standards or local trajectories by the end of 2023/24.
 - **Acknowledged** that deeper analysis regarding the mitigation plans or assurance provided for the corporate risks would be addressed via existing governance channels and designated Board sub-committees.

27. Corporate Risk Register

- 27.1 The Executive Medical Director presented NHS Lothian's Corporate Risk Register (CRR).
- 27.2 The Board received the circulated paper, reviewed the May 2024 updates provided by the executive leads concerning risk mitigation, as set out in the assurance table, and noted the following:
- The reduced grading of risks 3828 Nursing Workforce, and 5784 Inappropriate Low Secure Accommodation.
 - That the divisional high and very high risks had been reviewed by the Corporate Management Team in June 2024.
 - That any new or materially worsening risks would be presented to the Board's Strategy, Planning and Performance Committee (SPPC) prior to submission to the Board.

28. Any Other Business

28.1 There was no other business.

29. Reflections on the Meeting

29.1 The Chair asked members to contact colleagues offline if they wished to discuss any items further.

30. Date of Next Board Meeting

- 14 August 2024

SIGNED BY CHAIR 14/08/2024

**Prof. John Connaghan CBE
Chair – Lothian NHS Board**