

**MINISTERIAL ENGAGEMENT BRIEFING: CABINET SECRETARY FOR HEALTH AND SOCIAL CARE, HUMZA YOUSAF**

<i>Engagement Title</i>	Visit to NHS Ayrshire & Arran to announce the redevelopment of Carrick Glen Hospital as the National Treatment Centre – Ayrshire & Arran.
<i>Organisation/Venue and full address including postcode</i>	University Hospital Ayr Dalmellington Rd, Ayr KA6 6DX
<i>Parking</i>	Three spaces will be coned off for the drivers. Drop off can be at the main entrance of University Hospital Ayr and the drivers can move the cones to the side when parking. The spaces will be allocated in line 1 near the front entrance for ease.
<i>Date and time of Engagement</i>	Date: Wednesday 13 <sup>th</sup> April, 2022 Time(s): 10:00 – 12:00
<i>Background/Purpose</i>	Media visit to announce the purchase and redevelopment of Carrick Glen Hospital, Ayr to form the National Treatment Centre – Ayrshire. You will meet Chair and Chief Executive along with staff from the Orthopaedics Dept. Comms opportunities will take place in the Board Room and Orthopaedic Dept.  [Out of Scope].
<i>Relevance to Core Script</i>	The visit is consistent with the National Performance Indicator: <i>“We cherish and protect the NHS as a force for good in our lives and provide the necessary investment and planning to ensure our health and social care systems are viable over the long term”</i>
<i>Briefing</i>	A pack is provided with lines to take and background briefing.
<i>Media Handling</i>	The Communications Healthier Team has produced a news release, which will be issued during the visit (around 10am),

	<p>announcing the redevelopment of Carrick Glen Hospital, with accompanying social media posts. Broadcast media will be invited to the visit at the orthopaedics services department for interview opportunities with the Cab Sec.</p>
<p><i>Official Support/ Contact Details</i></p>	<p>[Redacted], Team Leader, Planned Care Policy &amp; Performance [Redacted]</p> <p>[Redacted], senior media manager, [Redacted]</p> <p>NHS Ayrshire &amp; Arran CEO office - [Redacted]</p>
<p><i>Programme For the Visit</i></p>	<p>ANNEX A – Programme for Visit ANNEX B – Media prompt and key lines to take ANNEX C – Redevelopment of Carrick Glen Hospital / NTC Ayrshire &amp; Arran ANNEX D – Background - National Treatment Centres Programme ANNEX E – Planned Care</p> <p>[Out of Scope]</p> <p>[Out of Scope]</p> <p>[Out of Scope]</p>

## ANNEX A

## ATTENDEES &amp; PROGRAMME

## NHS Ayrshire and Arran attendance

<b>Lesley Bowie</b> Board Chair
<b>Claire Burden</b> Chief Executive
<b>[Redacted]</b> Vice Chair Medical Director
<b>[Redacted]</b> Director of Infrastructure and Support Services
<b>[Redacted]</b> General Manager, Surgical Services
<b>[Redacted]</b>
<b>[Redacted]</b> Nurse Consultant Digital Services
<b>[Redacted]</b> Programme Manager
<b>[Redacted]</b> Head of Systems, Development and Implementation

Timings	Details	Lead/ Attendees	Venue
[Out of Scope]	Introduction [ <i>Out of Scope</i> ]	Lesley Bowie, Claire Burden	[Out of Scope]
10:10 – 10:30 hrs	National Treatment Centre	[Redacted] / [Redacted]	Board Room, UHA
10:30 – 11:00 hrs	Orthopaedic Services Visit  <b>Comms opportunity</b>	TBC	Orthopaedic Department, UHA
[Out of Scope]	[ <i>Out of Scope</i> ]  [Out of Scope]  [Out of Scope]	[Redacted] [Redacted] / [Redacted] [Redacted]  [Redacted]  [Redacted]	[Out of Scope]

[Out of Scope]	<i>[Out of Scope]</i> [Out of Scope]	[Redacted] / [Redacted] / [Redacted]	[Out of Scope]
[Out of Scope]	- Final Close	Lesley Bowie, Claire Burden	[Out of Scope]

## ANNEX B

### MEDIA PROMPTS

#### **Redevelopment of Carrick Glen**

- I am delighted to be here today to announce the purchase of Carrick Glen Hospital by NHS Ayrshire & Arran to become a National Treatment Centre specialising in orthopaedics.
  
- The National Treatment Centre in Ayrshire, first announced in 2021, forms part of our capital programme to deliver a network of 10 National diagnostic and treatment centres across Scotland, forming the largest expansion in elective care capacity in NHS Scotland with an overall investment of over £400 million.
  
- Today's announcement marks important progress in the National Treatment Centres Programme.
  
- I would like to thank the NHS Ayrshire & Arran team for their continued hard work and determination to progress the new Centre during a time of continued significant pressure.
  
- The National Treatment Centres not only aim to deliver treatment to a greater number of patients, but also to provide excellent quality care and patient experience, and will be fundamental to NHS recovery and the longer-term sustainability and resilience of our health service.
  
- The National Treatment Centre in Ayrshire is due to be operational by 2025.
  
- Within the next 12 months we expect the National Treatment Centres in Highland, Forth Valley, and Fife to come on stream. With a further expansion to the Jubilee becoming operational next summer – this expansion, along with NTC Ayrshire, will provide significant additional capacity in orthopaedics.

### KEY LINES TO TAKE

#### **Funding – NTC Ayrshire & Arran – IF PRESSED**

- Over £22 million will be made available to support the purchase and redevelopment of the hospital. This will provide protected capacity to deliver additional orthopaedic activity, one of our most challenged specialities.
  
- The National Treatment Centres Programme is one of many initiatives that forms part of our NHS Recovery Plan which is backed by investment of over £1 billion.

#### **National Treatment Centres**

- As the NHS Recovery Plan sets out, the NTC Programme the single biggest increase in planned care capacity ever created in the NHS.
- The Recovery plan increased investment in NTCs to more than £400 million.
- In addition to the Golden Jubilee eye centre which opened in November 2021, and the phase 2 expansion of GJ due to open in 2023, the network NTCs will include the centres in Fife, Forth Valley, Highland, Grampian, Tayside and Lothian. The two additional centres in Ayrshire and Cumbernauld, announced last year, and the replacement of the Edinburgh Eye Pavilion create 10 centres in total.
- Once operational, the NTCs will deliver ring-fenced capacity for at least 40,000 additional elective surgeries and procedures per year.
- Each year the NTCs will provide capacity to deliver an additional planned elective procedures, including orthopaedics, cataracts and diagnostic care.
- We've already recruited almost 15% of the planned workforce of 1,500 for the NTCs.

### **[Out of Scope]**

- [Out of Scope]
- [Out of Scope]
- [Out of Scope].

### **NHS Recovery Plan**

- In August 2021 we published the NHS Recovery Plan, backed by over £1bn, setting out our plans for health and care over the next five years. The plan includes:
  - Taking forward our aim of increasing NHS capacity by at least 10% as quickly as possible to address the backlog of care and meet the ongoing healthcare needs for people across the country.
  - [Redacted] [Redacted] Recruiting 1,500 more staff over the next 5 years for our National Treatment Centres, alongside 1,000 community mental health staff.
  - [Out of Scope]
  - [Out of Scope]
  - [Out of Scope]
  - [Out of Scope]

### **Orthopaedic Waiting Times**

- Whilst we recognise the significant pressure on Orthopaedic Waiting Times, actions to address this must be considered within the wider context of elective care recovery.
- As well as delivering additional orthopaedic capacity through the National Treatment Centres, we are also working with Boards to support those on waiting lists.
- [Out of Scope]
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- [Out of Scope]

[Out of Scope]

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- [Out of Scope]
- [Out of Scope]

**[Redacted]**

Team Leader – Planned Care Policy & Performance  
April 2022

**ANNEX C**

**NATIONAL TREATMENT CENTRE - AYRSHIRE**

**Purchase Of Carrick Glen**

NHS Ayrshire & Arran purchased Carrick Glen from Circle BMI on 31<sup>st</sup> March 2022.

Circle Health Group will continue to occupy the building on a licence basis until 13<sup>th</sup> May 2022, at which time the NHS will take over occupancy of the building.

**Opening Date**

The current projected opening date for the National Treatment Centre in Ayr is December 2023, however conversations are ongoing between NHS Ayrshire & Arran and Balfour Beatty regarding the feasibility of timescales.

The publicly committed opening date outlined in the NHS Recovery Plan is 2025.

**Staff and Patient Engagement**

The new General Manager for the NTC will commence in post on 11th April 2022.

There are 11 staff currently employed at Carrick Glen Hospital we have been notified that the building has been sold.

Consultation with the staff began on 1 April with Circle Health Group regarding future employment arrangements.

All except one, the Site Director, can be matched into an equivalent post within NHS Ayrshire & Arran.

Circle Health Group have advised that they also have employment opportunities for the staff at other Circle Health Group sites, including the new hospital being opened at Braehead.

Circle Health Group are in the process of informing patients who will be directed elsewhere for treatment.

### Project Timeline

- **Options appraisal** workshops were completed in January 2022.
- **Missives** concluded for the purchase of CGH on 25<sup>th</sup> March 2022.
- **Economic Case** approved by Scottish Government on 7<sup>th</sup> March 2022.
- **FBC** scheduled to be **complete Q2 Jul-Sept 2022**
- **Construction Start Date** scheduled to be **Q2 Jul-Sept 2022**
- **Construction End Date** scheduled to be **Q2 Jul-Sept 2023**
- **First Patients Treated Date** scheduled to be **Q3 Oct-Dec 2023**

<b>Current projected Capital Costs (inc. purchase of Carrick Glen Hospital)</b>	£22.44m
<b>Current estimated Spend to Date</b>	£0.42m

### Elective Activity Plan

<b>NTC</b>	<b>Specialty</b>	<b>Activity p/a</b>	<b>Total Activity p/a</b>
Ayrshire & Arran	Orthopaedics	500 hip/knee arthroplasties 1500 daycases	2000

### NTC Ayrshire & Arran – Workforce Plan

The workforce plan continues to be developed in line with the FBC. Proleptic recruitment has been agreed for a small number of posts and is progressing as follows :

- 5 x perioperative nurses : have been advertised
- 2 x Consultant orthopaedic surgeons : recruitment completed and 2 postholders started August 2021
- 1 x General Manager : Recruitment complete and start date 11<sup>th</sup> April 2022.



## NATIONAL TREATMENT CENTRES PROGRAMME

NTC	Board	Opening in Recovery Plan	Current estimated Opening (not in Public Domain)	Specialties
NTC Highland	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]
NTC Forth Valley	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]
NTC Fife	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]
Golden Jubilee Phase 2	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]
NTC Ayr	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]
NTC Tayside	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]
NTC Grampian	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]
NTC Lothian	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]
NTC Cumbernauld	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]
NTC Edinburgh Eye Pavilion	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]	[Redacted s.29]

**NTC Workforce**

[Redacted s.29]

[Redacted s.29]

[Redacted s.29]  
[Redacted s.29]  
[Redacted s.29]

[Redacted s.29]  
[Redacted s.29]  
[Redacted s.29]  
[Redacted s.29]  
[Redacted s.29]

**[Redacted s.29]**  
[Redacted s.29]  
[Redacted s.29]

## PLANNED CARE

[Out of Scope]

## TOP LINES

### [Redacted]

- [Out of Scope]
- We are investing over £400m in a network of National Treatment Centres which will add extra capacity for hip and knee replacements across Scotland, and support the recovery and resilience of elective orthopaedics in the future.

[Redacted]

As part of our 100 days commitments, we published an NHS Recovery Plan in August 2021. This sets out our plans for health and social care over the next 5 years.

Backed by over £1 billion of funding, the Plan will support an increase in inpatient, daycase, and outpatient activity to address the backlogs of care, which will be supported by the implementation of sustainable improvements and new models of care.

Key actions set out in the Plan will:

- Bring forward recruitment to support a network of nine National Treatment Centres (NTCs) total investment of more than £400 million.
- Take forward the aim of increasing NHS capacity by at least 10% as quickly as possible in order to address the backlog of care and meet the ongoing healthcare needs for people across Scotland.
  - [Out of Scope]
  - [Out of Scope]

[Official Sensitive]

- Recruit an additional 1,500 staff over the next five years for the NTCs, alongside 1,000 mental health link workers in communities.
  - [Out of Scope]
  - [Out of Scope]

[Out of Scope]

Margaret Sherwood  
Programme Director, National Treatment Centre Programme  
28 April 2022

Cabinet Secretary for Health and Social Care

## **NATIONAL TREATMENT CENTRES PROGRAMME – NHS HIGHLAND UPDATE**

### **Purpose**

1. To provide the Cabinet Secretary with an update on the revised timescales and opening date for National Treatment Centre (NTC) Highland.

### **Priority**

2. **Routine.**

### **Revised Timescales – NTC Highland**

3. In March 2022, Cabinet Secretary we provided you with an update on the progress of the National Treatment Centre Programme. At that point, it was advised that the contract completion date for the National Treatment Centre - Highland was programmed for 20th September 2022, with occupation from 21st September. NHS Highland had programmed a go-live date for patients from 13th December 2022, but with the caveat that there were no delays in the construction programme.
4. NHS Highland NTC SRO has since updated us that Balfour Beattie, the main contractor has advised the expected handover date will now be later than the previously advised date of 20th September 2022 due to delays in the construction programme caused by the impact of COVID on the construction workforce and the volatility of the supply chain for raw materials.
5. NHS Highland Board has requested that a full, updated programme timetable is provided by Balfour Beattie as soon as this is known.
6. We are in regular contact with the Chief Executive of NHS Highland and the SRO for the NTC and will advise on any update. At this time, any potential delay to programme is not in the public domain.

### **Comms Handling**

7. Media comms are working with policy on a handling strategy to ensure we have some control over the messaging around the delay and will come back to PO on this. Set out below are lines we will deploy:
  - During the pandemic, delays in construction programmes have been unavoidable and are as a result of the impact of COVID on the construction workforce and the volatility of the supply chain for raw materials.

- We are working closely with NHS Highland to have the NTC in Inverness operational as soon as possible.
- Our £1bn NHS Recover plan will help deliver a network of 10 National Treatment Centres (NTC) across the country, which will create capacity for over 40,000 additional surgeries and procedures each year.
- To help deliver the, at least, 1,500 new staff the NTCs need by 2026 is we're supporting Boards to utilise a range of recruitment and retention options.

## **Conclusion**

8. The Cabinet Secretary is asked to note:

- the revised timescale and opening date for NTC Highland; and
- Suggested reactive lines should the delay attract media attention.

Margaret Sherwood

**Programme Director, National Treatment Centre Programme**

cc.

John Burns, COO, NHS Scotland

Gordon James, Deputy COO, NHS Scotland