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**REPORT TO: MORAY INTEGRATION JOINT BOARD CLINICAL AND CARE GOVERNANCE COMMITTEE ON 28 MARCH 2024**

**SUBJECT: HEALTHCARE IMPROVEMENT SCOTLAND (HIS)  
UNANNOUNCED SAFE DELIVERY OF CARE INSPECTION OF  
DR GRAY'S HOSPITAL, NHS GRAMPIAN, OCTOBER 2023**

**BY: CHIEF NURSE, MORAY**

## **1. REASON FOR REPORT**

1.1 To inform the Committee of the Unannounced Safe Delivery of Care Inspection by Healthcare Improvement Scotland (HIS) on 9 – 11 October 2023.

## **2. RECOMMENDATION**

2.1 **It is recommended that the Committee consider and note the outcome of the inspection of Dr Gray's Hospital and NHS Grampian by Healthcare Improvement Scotland (HIS). Learning from this inspection has been shared and implemented across Health and Social Care Moray.**

## **3. BACKGROUND**

3.1 In November 2021 the Cabinet Secretary for Health and Social Care approved Healthcare Improvement Scotland inspections of acute hospitals across NHS Scotland to focus on the safe delivery of care. Taking account of the changing risk considerations and sustained service pressures the methodology was adapted to minimise the impact of inspections on staff delivering care to patients. The inspection teams carry out as much of their inspection activities as possible through observation of care and virtual discussion sessions with senior hospital managers. They keep discussions with clinical staff to a minimum and reduce the time spent looking at care records.

3.2 From April 2023 the inspection methodology and reporting structure were updated to fully align to the Healthcare Improvement Scotland Quality Assurance Framework (**Appendix 1**).

3.3 The inspection considers the factors that contribute to the safe delivery of care, including:

- observe the delivery of care within the clinical areas in line with current standards and best practice.

- attend hospital safety huddles.
- engage with staff where possible, being mindful not to impact on the delivery of care.
- engage with hospital management to understand current pressures and assess the compliance with the NHS board policies and procedures, best practice statements or national standards.
- report on the standards achieved during the inspection and ensure the NHS board produces an action plan to address the areas for improvement identified.

#### **4. KEY MATTERS RELEVANT TO RECOMMENDATION**

- 4.1 The HIS Unannounced Safe Delivery of Care Inspection, 9 – 11 October 2023, at Dr Gray’s Hospital, NHS Grampian, resulted in 2 areas of good practice, 1 recommendation and 20 requirements.
- 4.2 A parallel inspection during this time was also undertaken at Aberdeen Royal Infirmary (ARI) to provide wider assurance of systems and processes across NHS Grampian.
- 4.3 As a result of concerns identified during the inspection, HIS inspectors wrote to the NHS Grampian Board on two occasions in relation to the management of controlled drugs within the Emergency Department (ED) at Dr Gray’s Hospital, along with the oversight and management of incident reporting systems (Datix) and processes.
- 4.4 NHS Grampian provided HIS with a detailed response and evidence regarding improvement work and actions put in place to ensure outstanding incident reports are reviewed and lessons learned are shared to improve patient safety.
- 4.5 In relation to the wider incident reporting system, HIS were provided with information regarding the implementation of a rapid improvement approach, with adverse event reports incorporated into the hospital safety huddles. Protected time has been allocated to staff with large numbers of outstanding incidents to support completion, feedback and learning.
- 4.6 HIS were provided with a detailed review and improvement action plan to support the systems and processes for the safe management and incident reporting for controlled drugs. NHS Grampian provided a review of outstanding incidents and were able to account for any controlled drug discrepancies.
- 4.7 Further actions to be undertaken by NHS Grampian in response to the concerns raised include a review of all controlled drug record books and unannounced controlled drug compliance checks.
- 4.8 Healthcare Improvement Scotland (HIS) Inspectors provided initial verbal feedback to NHS Grampian Executive Team, Senior Leadership Teams and Portfolio Leads on 11 October 2023, with an opportunity to ask questions.
- 4.9 The HIS Unannounced Safe Delivery of Care ‘Draft’ Inspection Report was received by NHS Grampian on 8 January 2024, for factual accuracy.

- 4.10 The HIS Unannounced Safe Delivery of Care ‘Embargoed’ Inspection Report was received by NHS Grampian on 26 January 2024, with the Full Report published on 1 February 2024 (**Appendix 2**) along with the Improvement Action Plan (**Appendix 3**).
- 4.11 NHS Grampian and Dr Gray’s Hospital Senior Leadership team are working through the action plan to support improvements and safe delivery of care. Learning from the Improvement Action Plan has been shared and implemented throughout Health and Social Care Moray.

## 5. **SUMMARY OF IMPLICATIONS**

- (a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan “Partners in Care 2022 – 2032”**  
This report is in accordance with Annex C of the Health and Social Care Integration Public Bodies (Joint Working) (Scotland) Act 2014 Clinical and Care Governance Framework.
- (b) **Policy and Legal**  
From April 2023 the inspection methodology and reporting structure were updated to fully align to the Healthcare Improvement Scotland Quality Assurance Framework (**Appendix 1**).
- (c) **Financial implications**  
There are no financial implications.
- (d) **Risk Implications and Mitigation**  
There are no risk implications and mitigation.
- (e) **Staffing Implications**  
There are no staffing implications.
- (f) **Property**  
There are no property implications.
- (g) **Equalities/Socio Economic Impact**  
There are no implications in relation to equalities/socio economic impact.
- (h) **Climate Change and Biodiversity Impacts**  
There are no climate change or biodiversity impacts.
- (i) **Directions**  
None arising directly from this report.
- (j) **Consultations**  
HSCM Clinical and Care Governance Group have been consulted.

## 6. **CONCLUSION**

- 6.1 **The Clinical and Care Governance Committee are asked to note the HIS Unannounced Safe Delivery of Care Inspection of Dr Gray’s Hospital, NHS Grampian and the associated Action Plan.**

Author of Report:  
Background Papers:  
Ref:

Debbie Barron  
Appendices 1, 2 and 3