



REPORT TO: MORAY INTERGRATION JOINT BOARD CLINICAL AND CARE GOVERNANCE COMMITTEE ON 31 AUGUST 2023

SUBJECT: OUT OF HOURS NURSING SERVICE

BY: CHIEF NURSE, MORAY

1. REASON FOR REPORT

1.1 To inform the Board of the current and emerging situation regarding the Out of Hours Rapid Response Nursing Service currently hosted by Aberdeenshire and delivered by Marie Curie across Moray and Aberdeenshire.

2. RECOMMENDATION

2.1. It is recommended that the Clinical and Care Governance Committee considers and notes:

- i) that notice has been given by Marie Curie in relation to the cessation of the Rapid Response Out of Hours Nursing Service aspect of the current contract as of 30 September 2023.
- ii) the requirement for NHS Grampian to deliver an Out of Hours Nursing Service across Aberdeenshire and Moray in a two phased approach with the first priority being to ensure that there is continuity of service provision beyond the notice period of 30 September 2023 for a 6 month period to allow a full review of the service delivery model.
- iii) Phase 1 – it is proposed that NHS Grampian deliver the joint Moray and Aberdeenshire model as an “in- house” service with the addition of a nursing triage support aligned with the GMED service to support right care, right time, and right person approach thereby improving the current Out Of Hours Nursing Service.
- iv) Phase 2 – it is proposed that NHS Grampian, during Phase 1, review the full service delivery model and consider a standalone Moray Out of Hours Nursing Care Service based on population need, geographical spread and how this would align with a full 24 hour Nursing Care Service.

3. BACKGROUND

- 3.1 Out of hours (OOH) nursing care in Moray and Aberdeenshire is currently delivered under contract, by the charity Marie Curie. Aberdeenshire IJB host the Marie Curie contract on behalf of the IJBs in the NHS Grampian area. The contract has been in place for several years and is split into two parts – ‘Managed Care’ of palliative patients and an Out of Hours Nursing service called ‘Rapid Response’.
- 3.2 Notice has been given by Marie Curie in relation to cessation of Rapid Response Out of Hours Nursing Service under the current contract as of 30 September 2023.
- 3.3 The requirement to ensure continuation of service delivery across Moray for those patients requiring access to nursing care out of hours.
- 3.4 Marie Curie are contracted by NHS Grampian to provide the ‘Rapid Response’ service, for both Aberdeenshire and Moray, from 3 bases across the 2 Partnership areas with 1 base being within Elgin to support the care requirements across Moray although there is also provision for the other bases within Aberdeenshire to support the Moray population. The current agreed contract is that each base should be staffed by one Registered Nurse (RN) and one Health Care Support Worker (HCSW) but Marie Curie have had significant chronic workforce challenges and been unable to fulfil the contractual agreement in relation to workforce despite the increasing use of NHS Grampian Bank Staff booked on behalf of Marie Curie.
- 3.5 Currently patient calls for the ‘Rapid Response’ Marie Curie service are co-ordinated by NHS Grampian’s OOH Primary Care Service (Grampian Medical Emergency Department (GMED)). GMED call handlers take patient calls and then forward them on to Marie Curie, however there is no clinical input at the point of receiving the call. GMED has also become the default ‘fall-back’ service to respond to calls when there are workforce challenges within Marie Curie Nurses or they are unable to attend specific calls.
- 3.6 Marie Curie staffing challenges and their inability to fulfil the staffing requirement for each base has led to GMED having to provide nursing care to patients overnight which has meant using General Practitioner (GP) and Advanced Nurse Practitioner (ANP) time to undertake nursing tasks during the OOH period diverting skills away from our more complex and urgent patients. Using GMED as the ‘fall-back’ service when Marie Curie are unable to provide cover is happening on a regular basis and has been especially acute over the past year although it has been an ongoing issue over the past 3 years. This is an unsustainable situation and the impact on GMED is significant as is the subsequent impact on our primary care and community nursing teams.
- 3.7 The GMED Senior Management Team (SMT) and Chief Nurses for Aberdeenshire Health and Social Care Partnership (AHSCP) and Health and Social Care Moray (HSCM) have met regularly with representatives from Marie Curie to discuss concerns and how to implement potential changes that might optimise the delivery of unscheduled OOH nursing care thereby

reducing the operational impact on GMED and improving outcomes for patients across Moray and Aberdeenshire.

- 3.8 Marie Curie acknowledge that they are currently not delivering on the agreed service provision, despite numerous attempts to recruit they are unable to meet the contract and are keen to work in partnership to look at how the service can be delivered in the future. Both Moray and Aberdeenshire Health and Social Care Partnerships including the Chief Officers and GMED, have had several meetings to consider the development of a model for OOH nursing care that we can sustainably deliver across Aberdeenshire and Moray.

Current Financial position for continuing joint Moray / Aberdeenshire in house Model

- 3.9 The annual charge (2022/2023) for the Marie Curie Rapid response service across Moray and Aberdeenshire £465,834 (£155,278 per base). This current service is supplemented with charitable funds from Marie Curie. (Marie Curie, as detailed above have indicated that they are no longer able to deliver the contract but if this was not the position and they were able to deliver the model of care for the coming year and beyond, the cost to NHSG (Moray and Aberdeenshire) would significantly increase as Marie Curie have recently increased their staff payment rate to align with Agenda For Change pay scale).
- 3.10 The current estimated revised “in house” model covering the service across Moray and Aberdeenshire, using the 3 base model across the 2 Health and Social Care Partnerships (HSCPs) but with the introduction of a triage process, supporting better use of the staff, right person, right skill set model, would cost £1,066,684 per year resulting in a current deficit of circa £650K (including equipment costs) per year.
- 3.11 This proposed new standalone staffing model would cost Moray £355,525 per year (if the agreement across both HSCPs was to split the costing 2/3 Aberdeenshire / 1/3 Moray).
- 3.12 With the proposed phased approach to reviewing the Out of Hours Nursing Care model, with Phase 1 planned over initial 6 months, this will have a financial impact of £100,123 for Moray for September 2023 – March 2024 (this costing includes the funding already aligned to Out of Hours Rapid Response as part of the Marie Curie Contract).

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1 As a result of the notice period served by Marie Curie detailing their inability to continue to deliver the current contract as of the 30 September 2023, without progressing an “in house” model as part of Phase 1 of an Out of Hours review, this will result in significant risks to the population of Moray in relation to the inability to deliver an Out Of Hours Nursing Care service.
- 4.2 The priority is continuation of the service for a 6 month period in conjunction with Aberdeenshire to allow a full review to progress as part of Phase 2 and consideration for a Moray standalone model.

5. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan “Moray Partners in Care 2022 – 2032

The policy and approach set out in this report is consistent with the MIJB Strategic Plan.

(b) Policy and Legal

A number of policy and legal implications to be considered.

(c) Financial implications

There is financial implications as detailed above if the Out of Hours Nursing service was to be delivered “in house” by NHS Grampian which would be a cost pressure.

(d) Risk Implications and Mitigation

The priority is continuation of the service for patients out of hours and support an in house model across Aberdeenshire and Moray with the introduction of a triage role to prioritise the care out of hours and meet the needs of the population. This model would support the delivery of the right care at the right time by the right people. Without interventions and the development of an “in house” model there will be no Out of Hours Nursing Service for the patients of Moray.

(e) Staffing Implications

There are implications on staffing provision and on staff health and wellbeing.

(f) Property

There are implications on property provision.

(g) Equalities/Socio Economic Impact

An Integrated Impact Assessment has been carried out as part of the development of the proposal and no impact has been identified.

(h) Climate Change and Biodiversity Impacts

None arising directly from this report.

(i) Directions

None arising directly from this report.

(j) Consultations

Consultations have been undertaken with the following staff who are in agreement with the content of this report where it relates to their area of responsibility:

- Chief Officer Health and Social Care Moray
- Aberdeenshire IJB
- Moray HSCP Senior Management Team

6. CONCLUSION

- 6.1 The Moray Integration Joint Board Clinical and Care Governance Committee are asked to acknowledge the time frames in relation to the notice period submitted by Marie Curie in relation to Rapid Response Out of Hours Nursing Service and the impact this will have on the population of Moray if an “in house” model of care is not progressed timeously as part of the Phased 1 approach.**
- 6.2 Phase 1 will allow a full review of the service needs with progression to Phase 2 and consideration of a Moray standalone model.**

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