



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 30 MAY 2024

SUBJECT: CHIEF OFFICER REPORT

BY: CHIEF OFFICER

1. REASON FOR REPORT

- 1.1 To inform the Board of the Chief Officer activities that support the delivery against the Moray Integration Joint Board's (MIJB's) strategic priorities articulated in the Strategic Plan, and the delivery against the 9 Health and Wellbeing outcomes.
- 1.2 Strategic planning needs to maintain a focus on transformational change to deliver services to our community within the resources we have available. 2024/25 is a very challenging year for delivering within the budget, with our two funding partners, Moray Council and NHS Grampian, under considerable financial pressure as well.

2. RECOMMENDATION

2.1 It is recommended that the Board:

- i) **consider and note the content of the report; and**
- ii) **agree that transforming services to meet the aspirations of the MIJB's Strategic Plan remains a priority.**

3. BACKGROUND

Home First and Hospital without Walls

- 3.1 Efforts continue to reduce people delayed in their discharge from hospital. A Day of Care audit was carried out for community hospitals, showing a reduction in patients in community hospitals who were medically fit for discharge. In last year's audit 72% of patients were medically fit for discharge but were still in a community hospital bed, with this year's audit showing a result of 61%.
- 3.2 The two Nurse Practitioners have been dividing their time between acute and community work and are working closely with GP's and community teams. The Strategic Flow Multi-disciplinary Team continues to meet daily, allowing for collective decision making to ensure patients with complex needs transition

appropriately through our services. There have been some excellent examples of multi-disciplinary working that have enabled patients who would have previously been delayed, to move seamlessly through the system. Care at Home Workshops continue on a monthly basis.

Vaccination Programme

- 3.3 The Autumn / Winter Vaccination Programme for Covid-19 and Flu completed at the end of March 2024. The final uptake for the Covid-19 Vaccination for Moray was 60% which was above the Scottish average of 56.5% with Flu Vaccination uptake for Moray being 58.3%, again this was above the Scottish average of 53.7%.
- 3.4 The Covid-19 Spring 2024 Programme commenced as of 2 April 2024 and will run until 30 June 2024. The schedule for this programme commenced with Care Home Residents and those citizens that are house bound and eligible for the booster. Those citizens that are 75years and over will be offered clinic or outreach appointments. Those aged 6 months to 74years and identified as having a weakened immune system, will also be allocated appointments or prompted to book appointments. The Vaccination Team across Moray are working hard to deliver the Spring Programme across all the eligible cohorts with a current 27.2% update in Moray which is currently exceeding the national uptake of 22.1% across Scotland.
- 3.5 The aim of the Covid-19 vaccination Programme has to date been the prevention of severe Covid-19 disease and hospitalisation in this most at risk within our population. For 2024 this remains the same aim however, moving forward the programme will start to transition from a pandemic response to that of routine immunisation.
- 3.6 The recent Health and Social Care Workforce survey results have been shared with the Scottish Vaccination and Immunisation Programme with final analysis underway and a draft national report awaited. Once this is finalised it is envisaged that local management information reports will be available and shared. The final report will also be published on the Public Health Scotland website.
- 3.7 Apart from the Spring Covid-19 vaccination programme there are other vaccination programmes currently running including:
- Shingles Vaccination with a revised two dose schedule for eligible cohorts.
 - Pneumococcal Vaccination Programme
 - Pre-school and School aged Vaccination Programme
- 3.8 The Vaccination Team continue to receive new advice from the Joint Committee on Vaccination and Immunisation (JVCI), recommending the introduction of new programmes including the Respiratory Syncytial Virus (RSV) vaccination with a programme planned for order adults and infants.

Ward 4 anti-ligature work and installation of MRI scanner at Dr Gray's Hospital

- 3.9 Following discussion at the January 2024 MIJB meeting, and further to the Scottish Government announcement in December 2023 in relation to their

budget, which outlined a very challenging picture for public sector spending, in particular Capital spending, Scottish Government have now confirmed that, based on budget allocation for 2024/25 and the medium term funding outlook, work on the National Treatment Centre - Grampian Project, including an MRI scanner for Dr Gray's Hospital, will not progress further at this time and all project activity will stop. This will be the position until there is certainty on funding. With the anti-ligature work planned to be carried out concurrently to the MRI installation, and funded as part of that project, this now puts the completion of the ligature reduction work at risk.

- 3.10 The NHS Grampian Asset Management Group are developing a process through which they will prioritise the allocation of funding over the next 5 year period informed by both the Scottish Government budget letter guidance and a weighted risk and benefit assessment of all of its infrastructure liabilities. The mental health ward ligature reduction project will be considered in that process, and the expectation is that there will be a decision by the end of May 2024.

Annual Whistleblowing update

- 3.11 The Independent National Whistleblowing Officer (INWO) introduced the standards in April 2021. They provide clear guidelines for raising concerns and protecting those who come forward with information. All HSCP staff, including those from local authorities and the NHS, as well as students, trainees, agency staff, and volunteers, should be able to raise concerns through this procedure.
- 3.12 NHS Grampian and Moray Council, as employing organisations, have a duty to report to the INWO annually. These reports also pass through their own staff governance structures. Additionally, HSCM includes updates and data in their annual performance report, and any cases are reported to MIJB (Moray Integration Joint Board) quarterly.
- 3.13 In the 2023/24 financial year, Health and Social Care Moray recorded 2 contacts under the Whistleblowing policy. One of these contacts was with NHS Grampian, with the other being with Moray Council.
- 3.14 The issue raised with NHS Grampian was a matter of concern, emphasising the need for focus on process improvement. HSCM upheld this concern, and the identified improvements are currently being implemented. This process did not involve patient care or contact.
- 3.15 The report to Moray Council is currently being expedited and is not yet concluded.

Aberlour Medical Centre Update

- 3.16 Health and Social Care Moray (HSCM) has taken over the running of Aberlour Medical Practice to ensure continued access to primary care services for the community.
- 3.17 HSCM took over the management of Aberlour Health Centre as a 2C practice on the 19 February 2024 after the GMS contract was handed back. The contract for Aberlour Health Centre will now be advertised as part of the NHS Grampian tendering process. This is to be progressed as a Note of Interest Request to all Grampian practices, and once we have received responses to

this, we will ask interested parties to submit a detailed business case outlining how they would intend to deliver services to the Aberlour population.

- 3.18 A panel will be set up to review these business cases. We anticipate this piece of work will take a minimum of 3-6months to bring to conclusion. In the meantime, the HSCM continue to run the Health Centre with a team making improvements and managing the day to day running of the practice.
- 3.19 We held an engagement event with approximately 180 patients attending on 18 March. Following this event, we have 46 completed questionnaires returned, which has given us valuable insights into what it has been like to be a patient at the Aberlour Practice, and what is important to people as we progress on the improvement journey and the tender process.

Lossiemouth Locality update

- 3.20 The Cabinet Secretary for Health and Social Care commissioned a review to seek learning from the process of engagement and consultation carried out by HSCM in relation to the closure of the Burghead and Hopeman Branch Surgeries. In the last Chief Officer report there was an update on the process undertaken to date. A draft report has been developed, and once finalised and issued this will then be shared with the MIJB. We still await the finalised report.

Management capacity

- 3.21 In the last Chief Officer report we had started a recruitment process for the Chief Nurse post. That post has been successfully recruited to, and the post holder will commence on the 3 June 2024.
- 3.22 The recruitment to the Chief Officer post is the subject of a separate report on today's meeting agenda.
- 3.23 A number of internal moves are being enacted to provide capacity for the budget challenge. A programme office approach is being taken to support and monitor the achievement of savings. The budget is the subject of a separate report on today's meeting agenda.

External Inspections of our services

- 3.24 A number of inspections of our services have taken place and were reported to the last meeting of the Clinical and Care Governance Committee on the 28 March 2024, which the Committee wished to highlight to the Board.
- 3.25 The inspection for Children at Risk of Harm had many elements assessed, with Inspectors using a six-point scale to provide a formal evaluation of just one quality indicator, 2.1 impact on children and young people. This indicator focuses solely on the experience and feelings of children and young people at risk of harm. It relates to the differences services are making to their lives and future life chances. It includes measuring the impact of services aimed at optimising the wellbeing of children and young people against the wellbeing indicators. This indicator was rated as Adequate.
- 3.26 In December 2023, the Care Inspectorate carried out an unannounced inspection of the Moray Council's Care Home at the Residential Child Care Service located at CALA. There were no new areas identified for improvement for the service in this report. All areas for improvement from previous

inspection reports had been met, demonstrating that the service is actively reviewing and improving practices through listening to those receiving a service (including their families), and those providing it. The inspection focused on how well we support children and young people's rights and wellbeing, with a rating of 5 being awarded, which is "very good".

- 3.27 In November 2023, Care Inspectors carried out a full unannounced inspection of the Moray Council Care at Home Service. A number of areas of strength were cited in the report, including the service being commended for having several projects ongoing, looking at innovative solutions to the difficulties facing the care sector and improving peoples' outcomes. The focus was on the following themes, with ratings awarded:

How well do we support people's wellbeing? 5 – Very Good

How good is our leadership? 5 – Very Good

How good is our staff team? 5 – Very Good

How well is our care and support planned? 5 – Very Good

Moray Growth Deal and the Rural Centre of Excellence (RCE) for digital health and care innovation

- 3.28 **Appendix 1** sets out the latest position on progress. The Moray Portfolio continues to work closely with RCE as part of the transformation programme for the Portfolio. These updates will continue to be a regular feature on the Chief Officer reports.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1 The opportunity remains to accelerate work of the MIJB ambitions as set out in the Strategic Plan. Home First is the programme designed to do that, with the opportunities of an expanded portfolio of health and care that also encompasses Dr Gray's Hospital and Children's Social Work and Justice Services.
- 4.2 The challenge of finance persists and there remains the need to address the underlying deficit in core services. Funding partners are also under severe financial pressures and are unlikely to have the ability to cover overspends going forwards.
- 4.3 Transformational change, or redesign, that provides safe, high-quality services, whilst bringing more efficient ways of operating, will be the focus for the senior management team as the route to operating within a finite budget, while meeting the health and care needs of the Moray population.

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”**

Working with our partners to support people so they can cope with, and where possible, overcome the health and wellbeing challenges they may face.

Ensuring that the right care is provided at the right place at the right time when people are in need. Ensuring that our systems are as simple and efficient as possible.

(b) **Policy and Legal**

The Chief Officer continues to operate within the appropriate level of delegated authority, ensuring that the MIJB is sighted on key issues at the earliest opportunity, and continues to influence and agree the strategic direction.

(c) **Financial implications**

There are no financial implications arising directly from this report. The Chief Finance Officer continues to report regularly. There is an ongoing requirement to find efficiencies and to demonstrate best value for money.

(d) **Risk Implications and Mitigation**

The risk of not redesigning services will mean that HSCM and the Moray Portfolio cannot respond adequately to future demands.

(e) **Staffing Implications**

Staff remain the organisation’s greatest asset, and engagement with all sectors must continue to ensure full involvement, which will create the best solutions to the challenges faced. HSCM staff are facing continued pressures on a daily basis, and effort into ensuring staff well-being must continue.

(f) **Property**

There are no issues arising directly from this report.

(g) **Equalities/Socio Economic Impact**

Any proposed permanent change to service delivery will need to be impact assessed to ensure that HSCM are not disadvantaging any section of our community.

HSCM will continue to work closely with all our partners to ensure that we contribute to the health and well-being of the community and support the recovery phase of the Covid-19 pandemic.

(h) **Climate Change and Biodiversity Impacts**

Care closer to and at home, delivered by teams working on a locality basis, will reduce HSCM’s reliance on centralised fixed assets and their associated use of utilities.

(i) Directions

There are no directions arising from this report.

(j) Consultations

The Moray Portfolio Senior Management Team, the Legal Services Manager and Caroline O'Connor, Committee Services Officer have been consulted in the drafting of this report.

6. CONCLUSION

- 6.1 The MIJB are asked to acknowledge the significant efforts of staff, across in-house providers, externally commissioned services, the Independent and Third Sector, who are supporting the response to the recovery, and the drive to create resilience and sustainability through positive change.**
- 6.2 The size of the financial challenge facing the MIJB, and also its two funding partners, means that redesign and transformation is not an option but a necessity. HSCM's approach will be to prioritise quality, safety and good outcomes in all service redesigns.**

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