



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 27 JUNE 2024

SUBJECT: CHIEF OFFICER REPORT

BY: INTERIM 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

- 3.1 Efforts continue to reduce those whose discharge from hospital is delayed. Attendance at the regional Unscheduled Care event highlighted additional areas to focus on with regards to early identification of frailty and access to social care assessment. Review of Multidisciplinary Teams (MDTs) across Moray is ongoing, with a particular focus on the identification of delays and missed opportunities for early discharge. Opportunities for close working with Mental Health and Old Age Psychiatry with regards to patients experiencing significant cognitive decline are planned along with closer work with Care Homes.

Vaccination Programme

- 3.2 The COVID-19 spring 2024 Programme commenced on 2 April 2024 and will run until 30 June 2024. The team in Moray have been working hard to offer all citizens who are eligible. As of 9 June 2024, 8,382 (64%) of total eligible citizens (13,090) residing in Moray have been vaccinated.

The current % uptake is detailed in table below:

Cohort	Moray	NHS Grampian	Scotland
Older Adult Care Homes	82.2	82.5	78.4
Over 75 year olds	70.6	70.4	67.9
18 – 74 WIS*	36.0	33.9	28.9
6mth - 17 WIS*	Delivery ongoing		

*WIS – Weakened Immune System

- 3.3 The vaccination team in Moray planned and began delivery of the shingles programme from January 2024. This programme is now a two-dose vaccination programme and is offered to citizens aged 65 and 70 years only and those aged 50 years and over with a severely weakened immune system. During 2023-4 4,788 citizens are eligible in Moray.

The current % uptake of dose one is detailed below:

Cohort	Moray	NHS Grampian	Scotland
70 year olds	74.7	72.8	61.5
65 year olds	71.5	68.2	55.7
Ove 50 year old SWIS*	58.5	56.7	50.7

*Severely weakened Immune System

- 3.4 During 2023, the Joint Committee on Vaccination and Immunisation (JCVI) advised that a Respiratory Syncytial Virus (RSV) immunisation programme is cost effective and should be developed to protect infants and older adults. The vaccination team in Moray have been planning delivery of the older adult programme and this will commence in clinics in August 2024. The number of eligible citizens in Moray is in the region of 5,800 citizens.
- 3.5 The Fiona Elcock Vaccination Centre (FEVC) closed at the end of May 2024 and the team have now relocated the delivery of the vaccination programme to the new Moray Vaccination Centre on Southfield Drive, Elgin.
- 3.6 As at 31 March 2024, a total of 26,056 individuals in Moray were eligible for the pneumococcal vaccination. 18,608 (71.4%) have received the pneumococcal vaccination. The delivery of this programme will continue until September 2024 and will then recommence in January 2025.

- 3.7 Planning for the delivery of the autumn winter COVID-19 and flu programme remains on-going and final JCVI advice is anticipated. It is anticipated the programme will commence in September with childhood cohorts.

Ward 4

- 3.8 In May 2024 the NHS Grampian Asset Management Group confirmed that NHS Grampian would not be in a position to allocate funding to carry out the ligature reduction work within the current financial year. A separate paper is on today's agenda in relation to Ward 4.

Aberlour Medical Centre Update

- 3.9 Health & Social Care Moray (HSCM) has taken over the running of Aberlour Medical Practice to ensure continued access to primary care services for the community.
- 3.10 The contract for Aberlour Health Centre has now been advertised as part of the NHS Grampian tendering process. This has been progressed as a Note of Interest Request to all Grampian practices which has now closed. The next stage is to request interested parties to submit a detailed business case outlining how they would intend to deliver services to the Aberlour population.
- 3.11 A panel will be set up to review these business cases. It is anticipated this process will take a minimum of 3-6 months to bring to conclusion. In the meantime, HSCM continue to run the Health Centre with a team making improvements and managing the day to day running of the practice.

Lossiemouth Locality update

- 3.12 The Cabinet Secretary for Health and Social Care commissioned a review to seek learning from the process of engagement and consultation carried out by the Moray HSCP in relation to the closure of the Burghead and Hopeman Branch Surgeries. HSCM is not yet in receipt of the final report.

Management capacity

- 3.13 In the last Chief Officer report the MIJB were informed that the recruitment process for the Chief Nurse post had commenced. That post has been successfully recruited to, and the post holder, Helen Chisholm, commenced on the 3 June 2024.
- 3.14 Interim arrangements are currently being secured for the Interim Chief Officer post. The Interim CSWO/Head of Service has been filled by Jim Lyon with the permanent post being recruited to in due course.
- 3.15 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.

External Inspections of our services

- 3.16 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.

- 3.17 Following on from this inspection, there is now a draft multi-agency children's services self-evaluation and continuous improvement document which is being circulated for comment before being finalised and introduced along with quarterly self-evaluation activity plans.
- 3.18 In Children & Families and Justice Social Work there was a follow up inspection of Fostering, Adoption and Adult Placements in July 2023. This identified significant developments in the service and resulted in an improved grading of Good. There was also a nationwide thematic inspection in relation to children's disability services which included Moray.
- 3.19 In May 2024 there was an inspection of the Moray Supported Lodgings project. At this stage the draft report from the Care Inspectorate is awaited. Once this has been received a report will be presented to the MIJB providing an update on the outcome of the inspections and next steps.
- 3.20 Notice of intent has been given by the Care Inspectorate that a review of social work governance and assurance will be undertaken across Scotland. The review is being carried out under Section 53 of the Public Services Reform (Scotland) Act 2010. The work will commence in July 2024 and will conclude in December 2024. The review will consider the extent to which social work leaders can meaningfully influence decision making and have a strategic oversight of significant areas of risk relating to key areas of legislative responsibility. This will span all areas of social work, including adults, children and justice social work. Further correspondence is expected on 15 July 2024.

GMED

- 3.21 The GMED service is embarking on a period of service re-design. Simultaneously, the Minor Injury Units (MIU's) in the Aberdeenshire IJB area are due for overnight closure from the end of June/beginning of July. Recommendations have been suggested for an initial 3-month period – both to test the impact on staff and patients but also to afford the programme board the opportunity to consider longer term solutions for the strategic development of the GMED service.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1 To support the acceleration of the MIJB ambitions set out in the Strategic Plan the Delivery plan is currently being refreshed to support next steps
- 4.2 The challenge of finance persists and there remains the need to address the underlying deficit in core services. The development of a Programme Management Office is in progress to support HSCM's financial savings.

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.

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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