

NHS Grampian

Meeting:	NHS Grampian Clinical Governance Committee
Meeting date:	
Item Number:	
Title:	Moray Portfolio
Responsible Executive:	Simon Bokor-Ingram
Report Author:	Fiona Robertson, Alasdair Pattinson, Deb O'Shea, Sonya Duncan

1. Purpose and recommendations

This is presented to the Board [or Committee] for:

- Assurance

This report relates to:

This report has been prepared to provide an overview from the Moray Portfolio and serves to provide assurance to the NHS Grampian (NHSG) Clinical Governance Committee (CGC).

This aligns to the following NHSScotland quality ambition(s):

- Safe
- Effective
- Person Centred

2. Report Summary

Situation

This report is being presented to NHS Grampian Clinical Governance Committee to update on items that have already been presented to Moray Integration Joint Board (MIJB) Clinical and Care Governance Committee (CCGC) for Health and Social Care Moray. Reporting for Dr Gray's Hospital as part of the Moray Portfolio is via the Dr Gray's Clinical Governance Group and to the Acute Sector Clinical Governance Group

Due to the different reporting structures within the Moray Portfolio, Health and Social Care Moray and Dr Gray's Hospital are presented individually in some sections.

Previous presentations to NHS G Clinical Governance Committee:

- Moray Maternity Services reported in 2022
- Moray Portfolio presented a paper on Risk Register Management in August 2023
- Verbal update given at NHS Grampian Clinical Governance Committee in November 2023 on progress against agreed actions from the August meeting.

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Quality/ Patient Care

Quality and assurance of care is reported through Clinical Governance Structures including Clinical Risk Management meetings across the Moray Portfolio. For Dr Gray's Hospital this assurance also includes Assurance and Accountability (A&A) reports and regular Unit level A&A meetings with identification and understanding of related risks, performance and compliance in relation to standards and policies, action planning for mitigation and monitoring improvements .

Quality Groups

Moray Falls Steering Group

Moray HAI group

Moray Nutritional Care Group

Moray Adult Support and Protection Committee

Collaborative Care Home Group

Clinical Risk Management (CRM) Groups (separate meetings for Health and Social Care

Moray and Dr Gray's Hospital

Patient feedback

Complaints and compliments via the NHS Grampian Feedback service are reviewed as part of the Clinical Risk Management (CRM) Groups for both Health and Social Care Moray and Dr Gray's Hospital with escalation of themes and shared learning through the agreed governance structures.

Care Opinion is an active source of feedback for Dr Gray's with a recent increase in the number of positive responses within this public website relating to care and treatment across multiple services.

Areas of achievement / Good Practice

The following items were included in the Escalation [Report](#) to MIJB CCGC in November 2023:

Out of Hours Community Nursing (covering Aberdeenshire and Moray)

As a result of the notice period served by Marie Curie detailing their inability to continue to deliver the current Rapid Response Out Of Hours Community Nursing contract as of 30 September 2023, NHS Grampian took over the service over as of 1 October 2023.

The revised service has received positive feedback and is working well. The recruitment of new staff has also been positive for both Health Care Support Worker and Registered Nurse posts. This positive outcome has also improved delivery of care out of hours with an increase in workforce and shifts covered to support patients across both Moray and Aberdeenshire.

Day of Care Audit

The Day of Care Survey is a National Tool and a senior team carried the Day of Care Survey and Qualitative Interviewing in both Moray Community Hospitals and Dr Gray's Hospital over 2 days. Knowing the patient profile allows a greater understanding of issues preventing discharge and provides data to support pathway improvements. This will be repeated again in 2025.

The following items were included in the Escalation [Report](#) to MIJB CCGC in March 2024:

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GMED

Advanced Nurse Practitioner Education Sessions were being opened up to all clinical staff. A test of change was conducted around re-triaging calls from NHS 24, but a decision was made not to continue with the process, however learning was applied elsewhere in the process.

Regular huddles have improved communications and relationship building within the team. A review of the Controlled Drug (CD) policy took place and learning implemented.

Moray Public Dental Service (PDS)

There remains a chronic NHS dental access problem in Moray. Urgent dental care provision in Moray remains comprehensive.

NHS dental reform introduced by the Scottish Government in an effort to support the oral health needs of every patient in Scotland, from 1 November 2023. The move will impact on the attractiveness of NHS provision for General Dental Practitioners and subsequently aims to improve NHS dental access. A new pathway is being developed to facilitate referrals of vulnerable Priority Group dental patients from GPs to Moray PDS. A media release promoting the Dental Information and Advise Line (DIAL) service, went out on social media platforms and website highlighting the service.

Community Learning Disability Team

A short life working group was commissioned by the Grampian Public Protection Committee, chaired by Kenny O'Brien, Public Protection lead for NHS Grampian. This group also includes Adult Support and Protection (ASP) leads across Moray, Aberdeenshire and City, Moray Adult with Incapacity (AWI) Consultant Practitioner: Bridget Stone, Psychology lead: Judith Wishart, Psychiatry lead: Matt Collyer and others from across Grampian representing Health and Social Work.

The group are developing a pathway for those adults deemed to be at risk, or meeting the criteria for ASP. It is anticipated that the pathway will be completed by March 2024.

There is currently no one waiting for a capacity assessment or guardianship report which is an improvement.

Clinical and Care Governance Framework in HSCM

A [report](#) was presented to MIJB CCGC on 30 November, 2023 with an updated [framework](#) which included the recently integrated Children's, Families and Justice Services to the partnership.

The following items were included in the Escalation [Report](#) to MIJB CCGC in March 2024:

Moray Integrated Drug and Alcohol Service (MIDAS)

Due to the lack of suitable clinical space in the building that the team operates from, there remains ongoing issues which impact the service's ability to meet Medically Assisted Treatment (MAT) standards 4, 6, 9 and 10. These standards relate to harm reduction and psychological and mental health care.

NHS Grampian Asset Management Team were expected to conclude a scoping exercise early 2024. It has been escalated to NHS Grampian Asset Management Team for a market search to take place, no update until that work has been completed.

Themes, trends, lessons learned and associated actions from adverse events & complaints & feedback.

Health and Social Care Moray (HSCM)

Since the November 2023 meeting of NHSG CG Committee, HSCM Clinical and Care Governance Group (CCG Group) at have met 3 times and the MIJB Clinical and Care Governance Committee have met twice.

At each meeting of the HSCM CCG Group relevant audits, guideline reviews and reports are presented and discussed. Overview of items discussed are listed below:

- CRM Minutes
- External Reports
- Service Updates
- Adverse Events and Duty of Candour
- HSCM Risk Register
- Complaints / Feedback
- Update from Practice Governance Group

The Moray CRM group meet every 2 weeks to discuss issues highlighted on the Datix dashboard. This includes Level 1 and Level 2 investigations, complaints, duty of candour and risks. An action tracker is maintained and updated to progress actions.

Key learnings from incident investigations since November 2023, have been discussed at the CRM, and escalated to the NHS Grampian Cross System and Quality Safety Group to ensure actions are taken forward on a Grampian wide basis. It should also be noted that any pharmacy related adverse events are discussed on a Grampian wide basis at the Pharmacy Performance and Governance Group meetings as required and key updates disseminated to all staff in both the weekly community pharmacy updates and medication safety briefs which are issued monthly.

On 1 occasion learning was escalated to the Vaccination Governance Group for Grampian wider Learning.

The Terms of Reference ([TOR](#)) for CCG Group were refreshed in 2023 and a new reporting template approved for use from early 2024. This template provides specific headings so services are clear on what information is required and it clearly identified whether it is for assurance or escalation.

Work is continuing to review all outstanding adverse events to ensure they are appropriately reviewed and progressed.

The HSCM CCG Group have noted a number of complaints recorded on Datix during [Quarter 3](#) that could have been resolved at early resolution stage but the current stage is investigation. This will be discussed further at the CRM meeting to understand why early resolution has not been possible for suitable complaints to be resolved at stage 1 and support teams with this approach.

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The HSCM CCG Group are assured that issues and risks identified from complaints, clinical risk management, internal and external reporting, are identified and escalated appropriately. The group continues to develop lines of communication to support the dissemination of information for action and sharing of good practice throughout the whole system in Moray. This report aims to provide assurance to Committee that there are effective systems in place to reassure, challenge and share learning.

Dr Gray's Hospital

Since the November 2023 meeting of the NHSG CG Committee, Dr Gray's Hospital Clinical Governance Group has met 3 times.

At the Dr Gray's Clinical Governance Group meetings, each unit and service provide and update on the current position in relation to relevant audits, guideline reviews and reports. Overview of items discussed are listed below with reports and minutes shared at the Acute Sector Clinical Governance meeting.

- Complaints and compliments
- External Reports
- Service Updates
- Adverse Events and Duty of Candour
- Risk Register
- Complaints / Feedback
- Shared learning

Workforce

Recruitment and retention of workforce challenges continue across different disciplines within the Moray Portfolio with mitigation of risk supported by the use of supplementary staffing for both medical and nursing. Staffing is reviewed on a daily basis to align with service demands. There is ongoing review of the use of supplementary staffing and recent recruitment campaigns have been successful in recruitment of some substantive posts.

NHS Grampian Nurse Staffing Level Tools schedule is in place for 2024/25 across the Moray Portfolio. Within Dr Gray's Hospital nursing rostering is supported by HealthRoster and the recent implementation of SafeCare has supported work to ensure workforce meets the requirements of patient acuity and clinical activity with agreed escalations in place. There is ongoing discussions with the eRostering team regarding implementation of these resources within the 3 Community Hospital across Moray. Education regarding the Health and Care (Staffing) (Scotland) Act 2019 and our statutory requirement continues across the Moray Portfolio with implementation of the Act as of 1 April 2024

Financial

As reported to the MIJB Board on 28 March 2024, the quarter 3 position was an overspend on core services of £6.7m with a forecasted position to the year end of £3m overspend. This highlights the risk to partners, NHS Grampian and Moray Council who will have to fund this deficit. Work is on-going for the recovery plan and to achieve a balanced budget for 2024/25. There are significant savings required to be found to cover the £10.5 deficit for 2024/25.

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Dr Gray's position is reported separately, Month 12 out turn for Dr Gray's was £13million overspent, also impacting on NHS Grampians final position.

Primary Care Prescribing Budget 2024-25

A [report](#) was presented to HSCM CCGC in March 2024 highlighting the challenges, risks and mitigations by the service. Work is being co-ordinated on a pan Grampian approach to meet the challenge of demand and spend, and to ensure best value and realistic medicine principles are met.

Risk Assessment/Management

Within the Moray Portfolio the Clinical Risk Management (CRM) groups take place both within the Health and Social Care Partnership and Dr Gray's Hospital, Both Clinical Risk Management (CRM) groups review clinical risks, adverse events and identify shared learning. Patient feedback is also reviewed via the CRM meetings with review of themes and again identification of learning to support improvement in patient care and experience.

Escalation of risk is via Clinical and Care Governance groups within Health and Social Care Moray and Dr Gray's Hospital. Escalation for HSCM is via Moray Integration Joint Board's Clinical and Care Governance Committee. Escalation of risk for Dr Gray's Hospital is via the CRM and Clinical Governance Group with escalation to the Acute Sector Clinical Governance Group and the Acute CRM.

The Risk Register for HSCM is discussed monthly at the Operational Meeting Team (OMT) meetings.

There is currently 1 Very High risk on the HSCM Risk Register, which is within the GMED service.

Risk ID 1718

Cause:

All clinical rotas within GMED are under ongoing pressure.

Since April 2023 service has been reviewing Bank GP Pay uplift on request of Bank GPs. In October 2023, the organisation decided that local rates would not be uplifted. This may have an impact on staff decision to support the service.

Event:

Insufficient rota cover could lead to unsatisfactory patient care and adverse events.

Consequence:

Gaps in the rota.

Rota management creating high administrative overhead.

Increased caseload for other colleagues on shift.

Delay in care delivery.

Limited capacity in the admin team due to recruitment delays.

Mitigation:

Develop a salaried GP model; reduce number of bank shifts; make salaried role attractive and increase sustainability of the rota. Expected due date 1/6/24.

Strategic Risk Register

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The Strategic Risk Register for HSCM is currently under review and a [draft](#) of the new format was presented to MIJB in March 2024, the remaining strategic risks are being reviewed and will be presented to MIJB in June 2024.

The Dr Gray's Hospital Risk Register is reviewed at the Clinical Risk Management Group and the Assurance and Accountability meetings

There are 5 very High Risks on the Dr Gray's Hospital Risk register:

Risk ID 3000

Inability to consistently deliver timely triage, assessment and treatment to patients presenting to the Emergency Department

Risk ID 2693

Acute and General Medicine Senior Medical Workforce gaps

Risk ID 2689

Anaesthetic Consultant Vacancies

Risk ID 3282

Dr Gray's Hospital Children's ward infrastructure does not meet recommended standards

Risk ID 2502

Chemotherapy Sustainability within Dr Gray's Hospital Pharmacy

All risks have evidence of mitigating actions being in place and being reviewed according to the risk matrix and related time frames.

External reports

In October 2023, Health Improvement Scotland (HIS) carried out an Unannounced Acute Hospital Safe Delivery of Care Inspection within Dr Gray's Hospital. This resulted in 20 recommendations, 2 areas of good practice and 1 recommendation. An 18 week Improvement Action plan is ongoing with evidence and assurance of improvement due for submission to HIS Scotland on 3rd June 2024. This was [presented](#) to HSCM CCGC in March 2024 and has been shared as part of the Dr Gray's Hospital Leadership meetings and Governance Structures

Equality and Diversity, including health inequalities

Nothing to report

Other impacts

General Practice

A [report](#) was presented to MIJB CCGC in March 2024, which detailed findings from visits to GP Practices across Moray. The HSCM CCG Group requested that the pressures found in general practice be escalated to the committee.

Aberlour Medical Centre

Following the independent contractors decision to end the contract to provide General Medical Services (GMS) at Aberlour, Health & Social Care Moray (HSCM) has taken over the

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interim running of Aberlour Medical Practice to ensure continued access to primary care services for the community.

As soon as HSCM are satisfied with the position of the practice then a tendering process will be put in place to return the practice to independent practice arrangements.

Communication, involvement, engagement and consultation

Nothing to report.

Recommendation(s)

The Board/Committee is asked to:

- Note the update presented by Moray Portfolio, to provide comment; and to seek assurance.

Appendix/List of appendices

The following links are also relevant to the time period included within this report:

- Quarter 2 (HSCM) [Complaints](#)
- Link to HIS Full [Report](#)