



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 27 JANUARY 2022

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. Key work for the Partnership includes the implementation of Home First; remobilisation from the covid pandemic; supporting measures for the reduction of local covid transmission; and budget control. We also need to continue taking a longer term strategic view and setting out clear plans that will deliver transformational change so we can best meet the needs of our community.

2. RECOMMENDATION

2.1. It is recommended that the MIJB:

- 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, with a focus on key objectives as we remobilise from the covid pandemic, along with a look ahead as we continue to develop our strategic planning.**

3. BACKGROUND

Operation Home First

3.1 Responding to COVID-19 has brought about rapid change, fast tracking many of the plans that had been under development to meet our aspirations set out in the Strategic Plan. Home First, or Hospital without Walls, will remain a bedrock of our aspiration to meet need more responsively, and to be more anticipatory in our approach. This subject will be covered with a separate paper on the agenda.

Remobilisation

3.2 To date the healthcare system has coped with some significant surges in demand, with a pan Grampian approach in how surge and flow through the

system is managed to ensure patients/service users receive the care they require. Staff within Moray, across all sectors of health and social care, including independent providers and the third sector, have stepped up to the challenge on a daily basis. There is pressure in some service areas which will require a particular focus to work through the backlog of referrals.

- 3.3 As part of the development of our performance framework, and to support remobilisation, we are seeking further performance indicators from services to understand system pressures and how one part of the system impacts on other elements. A key risk to achieving the IJBs objectives is the availability of staffing. Staff sickness/absence/vacancies will be monitored closely, on a weekly basis, and we are working at a pan Grampian system to tackle the recruitment challenge.
- 3.4 The general picture across Scotland is of a rise in the Omicron variant covid infections, with sharp spikes being seen in Moray. This is leading to increased hospitalisations, at a time when services are already under pressure due to winter and the increase in other respiratory infections at this time of year. Work has already been undertaken to increase capacity, and to plan ahead for these winter pressures. Operation Iris has been enacted at a Grampian wide level to manage the health and care system and all the current pressures being experienced across the system, with Portfolio Leads taking a key role in delivery. Within Operation Iris we have been planning for Omicron which has the potential to generate significant pressure on our system, with increased patient presentations alongside high staff absence rates. We have flagged to the Grampian Local Resilience Partnership our requirement for help with social care staffing, and have made a direct request to Moray Council, who have put out the ask to all staff.
- 3.5 Managers are closely monitoring the system, and although we are experiencing particular bottlenecks in flow through the system, most critical services are being maintained, with residents able to access timely emergency care, either from primary or secondary care. Social care provision is under significant pressure, with a rise in delayed discharges and unmet needs in the community, which means that some people are waiting for care after an assessment, or are waiting for the initial assessment. Most of our care homes are unable to admit to vacant beds because of covid infections among staff and/or clients. Work is ongoing to risk assess situations, and where necessary derogations will be considered to ensure that critical service delivery continues.

Covid Vaccination Programme

- 3.6 In response to the 'Cold Spot' data analysis and to enhance the reach of the Covid Vaccination programme delivered at the Fiona Elcock Vaccination Centre a targeted outreach vaccination programme has been delivered throughout Moray.
- 3.7 The data showed the communities that are more vulnerable to covid through a number of measures including: higher number of covid cases, hospitalisations, employment, income levels, and lower uptake of vaccine.
- 3.8 Local intelligence was used to identify barriers and opportunities to increase the uptake of 1st, 2nd and booster doses of the vaccine. Utilising the Mobile Information Bus (MIB) a dedicated team delivered small, accessible targeted vaccination clinics throughout the identified 'Cold Spots' in Moray.

- 3.9 The success of the outreach activity has been due to the support of communities themselves, local employers, businesses, Local Authority colleagues (environmental health and transport) and Health & Social Care colleagues.
- 3.10 Outreach Vaccination clinics have been delivered in Elgin Cathedral Ward/Lesmurdie, New Elgin, Buckie, Keith, Forres, Lossiemouth, Aberlour and Dufftown.
- 3.11 The week commencing the 17th of January outreach clinics are planned in: Findhorn, Kinloss, Forres, Hopeman, Burghead, Lossiemouth, Fife Keith, New Elgin and on the Plainstones in Elgin.
- 3.12 All communities within the identified 'Cold Spot' areas will have had an additional opportunity to attend for a vaccine.
- 3.13 Outreach vaccination activity (2 x 2 hour sessions per day, delivered over 6 days) totalled 356 attendees, which included 1st, 2nd and booster doses. Over 54% of outreach vaccinations delivered were in Buckie.
- 3.14 In conjunction with the delivery of the vaccines, lateral flow tests have been made available and distributed.
- 3.15 The feedback from the team and the community has been extremely positive.
- 3.16 We aim to build on relationships already forged in communities to address inequalities via our "Making Every Opportunity Count" programme already being delivered via our Health Improvement colleagues.

Total Vaccination uptake in Moray

- 3.17 1st doses 92.3% delivered (12 years and above) 94% (18 years and above)
2nd doses 85.6% (18 years and above)
Booster doses: 82.4% (of those eligible)
- 3.18 Uptake rate information is available on the Public Health website at <https://www.publichealthscotland.scot/news/2021/february/covid-19-daily-dashboard-now-includes-vaccination-data/>

Portfolio arrangements

- 3.19 Covid-19 has presented the greatest challenge the health service has faced. As NHS Grampian recovers, remobilises and renews as part of the North East system, there has been reflection on how best to move forward to demonstrate learning and improvement from Covid-19 as an imperative. During the pandemic the effectiveness, efficiencies and better outcomes that can be achieved when we work together as public sector have been demonstrated, with partners and communities rather than as individual entities. To deliver further on this whole system, integrated approach, there is a desire to transition from an organisational leadership and management model to a system leadership and management approach. On an interim basis, as the model is developed, the Chief Officer continues to provide a leadership role for Dr Gray's Hospital alongside the responsibilities already carried, thus expanding the portfolio to encompass all Moray health and care services.

- 3.20 The senior management team membership for health and social care in Moray has been revised to incorporate community and acute leaders, and is functioning with an integrated approach and a responsibility for the success of the whole Moray health and care system. The response to pressures and a potential increase in demand from covid will be a response from Moray health and care across acute and community, with an integrated approach to balancing care across the system.

Budget Control

- 3.21 Transformational change that meets the test of quality and safety must also be efficient, making the best use of available resources. The Senior Management Team (SMT) in the Health and Social Care Partnership are meeting regularly to review spend, and continue to track progress on transformational redesign so that corrective action can be supported. Conversations currently are focussed on the budget setting process for 2022/23. There is a continued commitment from Scottish Government to support the covid response for the remainder of this current financial year. Scottish Government have also recently announced additional investment of more than £300 million nationally as a direct response to system pressures and to support intense winter planning. The funding is based on four key principles of maximising capacity, ensuring staff wellbeing, ensuring system flow and improving outcomes. The SMT has been working through proposals to best support existing pressures and ensure the principles of the funding are followed, and a separate report is on the agenda to cover this subject.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1 We remain in a pandemic response phase, and are stepping up quickly where that is required. In parallel, there is the opportunity to accelerate work to achieve the MIJB ambitions as set out in the Strategic Plan and Home First is the programme designed to do that, with the opportunities of an expanded portfolio of health and care that encompasses Dr Gray's Hospital on an interim basis.
- 4.2 The challenges of finance have not gone away and there remains the need to address any underlying deficit. Funding partners are unlikely to have the ability to cover overspends going forwards. Winter/covid funding will only cover additional expenditure in the short-term and so it is important to understand the emerging landscape.
- 4.3 Transformational change, or redesign, that provides quality and safe 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.
- 4.4 Remobilisation has begun, and will build from achievements and learning from the current pandemic phase. The interdependencies between services will need to form part of the assessment on how we remobilise, as no part of the system operates in isolation. While the demand on the health and care system continues to be immense, we will continue to plan for the longer term to ensure that services will remain responsive to our community.

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 2019 – 2029”

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.

(d) Risk Implications and Mitigation

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

(e) Staffing Implications

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

(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 we are not disadvantaging any section of our community.

We 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) Consultations

The Moray Portfolio Senior Management Team has 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**

COVID-19 pandemic, and the drive to create resilience and sustainability through positive change.

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