

REPORT TO ABERDEENSHIRE INTEGRATION JOINT BOARD (IJB) 31 JANUARY 2024

CHIEF OFFICER'S UPDATE

Aberdeenshire Health & Social Care Partnership's Workforce Input to NHS Grampian's Delivery Plan for 2024/25

NHS Grampian advised us on 8 December that Scottish Government required NHS Grampian to submit its Annual Delivery Plan by 7 March 2024. This is three months earlier than was the case for 2023/24. There is a range of input required to this document from various work streams in the Health & Social Care Partnerships (H&SCPs) including some information on our Workforce Plan priorities for 2024/25. NHS Grampian will then decide what information supplied from each of the responding H&SCPs to include in their response to Scottish Government.

We were formally advised on 21 December 2023 that NHS Grampian would require this information from us by 12 January 2024.

Our response, which was submitted to NHS Grampian on 10 January 2024, is based on the priorities detailed in the Workforce and Training Group update that was reported to IJB on 6 December 2023, which detailed the Action Plans of the three main Workforce Plan Sub-groups focussing on Recruitment, Training, Development and Succession and Staff Health and Wellbeing.

In summary the update reports on our key workforce challenges based on the latest supplied data and details the actions outlined to IJB at its December meeting. These actions will support new recruitment channels and approaches across the Shire along with efforts to speed up the recruitment process, complement the wellbeing programmes of NHS Grampian and Aberdeenshire Council with action to improve the support, management and engagement of our staff as well as improve and better co-ordinate the training provision across the Partnership and ensure staff have the time and support to complete their training. The latter in particular will form part of our plans to prepare and mobilise to implement the Health and Care Staffing Act from April 2019 for which a dedicated Short Life Working Group has been formed.

It is proposed to formally report an update to the Workforce Plan to IJB at the March 2024 meeting, which will review progress since the July 2023 update to IJB and set out any revised or updated priorities informed by 2023/24 delivery. In addition, this report will fully detail the results of the second refresh of our workforce data from NHS Grampian and Aberdeenshire Council.

General Practice Vision Programme

The General Practice Vision programme has now concluded the three facilitated stakeholder events. Buchan + Associates were commissioned to plan and deliver workshop 2 & 3. These events were held on 8 and 22 November 2023; attendance numbers at these events was 206 and 215 respectively.

Stakeholder engagement targeting the younger generation was undertaken in December 2023. This included focus groups in high schools across the area, and a

stall at Aberdeen University to engage with students. There will also be engagement with Medical Students early 2024. Feedback from these groups will be supplemental to the information and feedback already gathered.

A fourth workshop has been arranged for 17 January 2023, this will be a smaller workshop, with attendance from the Programme Board, as well as other key stakeholders which will include representation from secondary care, patient stakeholder group and finance.

Themes that have been identified and will be included in the vision include:

- Pathways
- Data
- Models of contract
- Premises
- Keeping the population well
- IT & Technology
- Multi-Disciplinary Team
- Mental health
- Education
- Continuity

The Vision and SMART objectives will be presented to the three IJBs on the following dates:

20 March 2024 – Aberdeenshire IJB

26 March 2024 – Aberdeen City IJB

28 March 2024 – Moray IJB

Health Visiting & Family Nurse Services – UNICEF Baby Friendly Health Visiting Standards

The UNICEF baby-friendly initiative virtually visited NHS Grampian, Health Visiting and Family Nurse Services on 19 December 2023, to determine whether they had fulfilled the requirements for Achieving sustainability. I am happy to report that all requirements were satisfied and that the input on the work completed during the previous year was outstanding.

As a result, the partnership between family nurses and health visiting has been granted a "GOLD" award.

In order to guarantee that we can keep this award, work must continue, at our high standard, throughout community-based services.

Dalvenie Gardens Very Sheltered Housing

Dalvenie Gardens was inspected in early December 2023 as part of a pilot inspection from The Care Inspectorate for low-risk services. I am delighted that Dalvenie Gardens have retained their grade of 5 (very good).

The inspection found the environment to be relaxing and welcoming. There was evidence of strong staff values to support people in line with The National Health and Social Care Standards – My Support. My Life. Inspectors found tenants to live enriched lives, enhanced by the delivery of care from staff who were engaged, respectful and

demonstrated excellent communication skills. Particular praise was given to the work of the admin assistant and handyman who have set up a weekly “Man Chat” meeting for the male tenants as a social opportunity.

Advice was provided to further enhance practice in medication, management of tenant finances and staff supervision and training. These areas of care and support have been added to the Service Improvement Plan to ensure there is continuous learning to meet the outcomes of our tenants. The staff team are exceptionally proud of the result of this inspection, particularly given the challenges within the care sector in recent times.

Joint Inspection of Adult Support & Protection in the Aberdeenshire Partnership Area

The Aberdeenshire Adult Protection Partnership received formal notification in November of the planned multi agency inspection of Adult Support and Protection (ASP), with activity commencing in December 2024. The Inspection is being jointly undertaken by the Care Inspectorate, Health Improvement Scotland and His Majesty’s Inspectorate of Constabulary. As part of this, the inspection is focussing on key processes and leadership within the Health and Social Care Partnership, in relation to delegated duties, under the Adult Support and Protection (Scotland) Act 2007. ASP Inspection activity is now well under way, involving key staff.

Senior Leaders attended the first Professional Discussion Meeting on 10th January. Inspectors went through their methodology and arrangements for the on-site inspection were discussed and agreed. There were also presentations from Partners (across Council, Health and Police) which outlined Aberdeenshire’s current Adult Protection position. More detail on this has been provided within our ‘position statement’ and supporting evidence has been submitted with the position statement.

A staff survey is currently being completed by staff. There will also be on-site activity in February, involving file reading and focus groups with key staff. This is to provide Inspectors with a knowledge and understanding of the ASP process and procedures across Aberdeenshire. The outcomes from the staff survey, case file readings and focus groups will be used to evidence how effectively they are understood and implemented by frontline staff, managers and senior leaders in all partner agencies. The outcomes of this scrutiny will be collated and analysed by Inspectors during March, with publication of the final report expected on 2nd April 2024.

Winter Resilience and Delayed Discharges

Our delayed discharges are higher this winter in comparison to the winter period last year (2022/23). In terms of standard delays, place availability and care arrangements continue to be the main reasons for delay. Adults with Incapacity (AWI) processes continue to be a major factor in complex delays, followed by place availability.

For winter 2022/23, we were able to put in place some additional measures to help manage patient flow and address delayed discharges, and we received additional funding from Scottish Government for interim care beds. Unfortunately, there has not been any funding for interim beds available from Scottish Government this winter.

Managing winter pressures this year has continued to incorporate close oversight and scrutiny of delayed discharges as a key performance metric monitored both locally and nationally and how we maximise capacity and support patient flow through the winter period.

Our delayed discharge management includes:

- Delayed discharge meetings take place daily/weekly in each area (North, Central and South).
- Through these meetings, Location and Service Managers are provided with updates from their teams on the progress of all delays, including the barriers being identified.
- Closer scrutiny to ensure that delays are appropriate, added to the system timely and coded accordingly.
- Delayed discharge data is fed into our Daily Situation Update meetings, which is chaired by our Senior Manager on-call.

Senior management oversight and scrutiny of our delayed discharges is now being led by one of our Partnership Managers, supported by the Location and Service Managers who lead on delayed discharges for their areas/sector. This team of managers has started to come together on a weekly basis to:

- Review our Shire-wide delayed discharge position and identify key themes/challenges and actions/escalations to try and move patients on.
- Feedback/input to the Grampian-wide Optimising Patient Flow (Delayed Discharge) Task and Finish Group that has been established (see below).

Whilst we have not received any funding for interim care beds this winter, we opened 6 interim care beds in one of our internal care homes in Central Aberdeenshire in December. We do remain mindful of the financial situation but the whole Grampian system remains under significant pressure and around 46% of our delayed discharges tend to be in our community hospitals in Aberdeenshire at any given time.

On a Grampian level, the Optimising Patient Flow: Delayed Discharge Task and Finish Group (known as OPF: Delayed Discharge Group) was established towards the end of November 2023 and meets weekly.

The focus of this group is to look at improvement in performance in relation to, and a reduction in, delayed discharges (DD), delayed transfer of care (DTC) and length of stay in the following acute areas:

- Aberdeen Royal Infirmary

- Woodend Hospital
- Rosewell House
- Dr Gray's Hospital

The group is chaired by the Strategic Home Pathways Lead for the Aberdeen City Health and Social Care Partnership (HSCP), and there is senior management representation from all three of the Grampian HSCPs as well as Acute. For Aberdeenshire, the Partnership Manager and Location/Service Managers who are identified leads for delayed discharge attend on a rota basis.

The group reviews people with the longest Delayed Discharges and Delayed Transfer of Care (DTC) across the above acute sites to see what can be done to move these patients on to more appropriate destinations and identify emerging themes/challenges that impact on our ability to do so. Scrutiny of data and information available in relation to DDs, DTCs and length of stay to identify pathways to facilitate patient discharge is a key function of the group.

As the group was formed towards the end of November, the data available means that it is too early to tell the impact of the overall effectiveness of this body of work. However, emerging themes contributing to delays in our acute sites include:

- Placement availability for adults under 65 years with complex needs and who require a long-term care placement.
- Insufficient EMI (Elderly Mentally Infirm) beds to meet current and increasing demand.
- People who are waiting for long term care in a care/nursing home who are local-authority funded vs those who are able to privately fund this.

Pressures increase every winter, and we see surges in demand which sometimes outstrip the supply of care and support and result in, for example, people being delayed in hospital due to a lack of community-based care.

The Partnership identified staff health and wellbeing as a priority under both the Workforce Plan and the Resilience and Surge Plan, recognising the impact this pressure has on the health and social care workforce.

The Staff Health and Wellbeing Group has identified a number of actions to promote Staff Health and Wellbeing, one being a Communications Plan that began in January: a sustained programme of staff communications issued on 'Wellbeing Wednesdays' that foster Aberdeenshire as a Partnership where good staff health and wellbeing is integrated throughout our organisational culture.

I was pleased to be asked to become the Partnership's Health and Wellbeing Champion, and the campaign consists of positive wellbeing communications featuring

members of staff and linking to resources available to both NHS and Council employees.

Other activity has been to integrate staff health and wellbeing into the Line Manager's induction checklist to ensure it is an integral part of team meetings, one to ones and performance discussions. The checklist also encourages line managers to undertake training on health and wellbeing to raise their awareness of support and resources available and enable them to identify and address issues as they emerge.

These are just two examples and other activity to support and promote staff health and wellbeing progresses and will continue well beyond winter, when pressures either ease or change.

Scottish Government Consultation - The Learning Disabilities, Autism and Neurodivergence Bill consultation

The Learning Disabilities, Autism and Neurodivergence Bill consultation was launched at the end of December 2023. This consultation aims to bring a much needed focus to help Scotland move towards a society where neurotypical and neurodivergent people, and people with learning disabilities, all have their needs met and their choices respected.

Scotland recognises people with learning disabilities and neurodivergent people can be amongst the most vulnerable and disadvantaged in our society and the objectives for this Bill are to better respect, protect and champion the rights of these groups to deliver a fairer Scotland for everyone. There is a commitment to build a country that ensures equality of opportunity for all by embedding equality, inclusion and human rights into everything that we do. By better protecting, respecting and championing the rights of people with learning disabilities and neurodivergent people, all of Scotland can benefit. This consultation on proposals for a Learning Disabilities, Autism and Neurodivergence Bill seeks the views of everyone on how we can do this.

The consultation period closes on 21st April 2024 and the Strategy Team with Mental Health/Learning Disabilities Managers will be collating response on behalf of the HSCP. A link will be shared with IJB members in order to share your views. The proposed response will be shared with the Chair and Vice Chair for agreement prior to the submission of the response on behalf of the Partnership. A report will then be taken to the IJB meeting in May to provide members an update on the final submission.

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Aberdeenshire Health & Social Care Partnership