



Meeting: Highland Health & Social Care Committee

Meeting date: 28 June 2023

Title: Chief Officer Assurance Report

Responsible Executive/Non-Executive: Pamela Cremin, Interim Chief Officer

Report Author: Pamela Cremin, Interim Chief Officer

1.	Purpose
	To provide assurance and updates on key areas of Health and Social Care in Highland.
2.	Project Updates – North Skye Healthcare; Lochaber redesign; and Caithness Redesign
	North Skye healthcare (Portree out of hours/Sir Lewis Ritchie (SLR) report implementation update)
	A meeting of the Sir Lewis Ritchie Implementation Steering Group took place on 20 th June. Scottish Futures Trust who are facilitating this work were also in attendance and there was good community representation.
	Continued collaboration between clinicians across NHH, NHS24, SAS and GPs, has co-produced a demand data informed model for urgent care in the North part of the Island.
	There was an opportunity to table the Skye District Profile as part of the NHH and The Highland Council Joint Strategy and this facilitated a discussion on wider service needs and service developments such as Hospital@Home, in reach care at home; and supported housing models. Initial engagement was encouraging and there will be wider participation and engagement on Skye as part of the Strategy engagement process.

Lochaber Redesign

As previously highlighted to the Committee, the principle supply chain partner, Balfour Beatty, and their design team were appointed in April to commence work on the design for the new hospital.

Work on the development of the acute service model for Lochaber has almost concluded, with a Clinical Output Specification developed for issue to the design team alongside a schedule of accommodation and technical briefing information. The service model was developed from the principles set out in the Initial Agreement through a series of workshops with staff, culminating in a crosscheck event held on the 18th of April at which each department presented their vision to colleagues. A public engagement event was held in Fort William’s Nevis Centre on the 6th June where the community could view proposals and ask questions.

Requirements for support accommodation (e.g. locum, students) have also been agreed and we are now exploring options to deliver these with partners including the Highland Council and West Highland College.

Work on the community services solution is now starting to progress with Gavin Sell, Area Manager appointed as lead, and support being agreed with Buchan Associates.

Caithness and North Coast Redesign

Caladh Sonah Residential Care Home at Melness has been closed with residents safely moved to alternative local placements.

The development of the North Coast Hub model is progressing and we are widening engagement with Primary Care and third and independent sector.

A key risk is workforce planning and workforce sustainability for the future.

The area manager and team have been requested to provide the Community SLT in early July, with an update on the North Coast Redesign, the project risks and workforce plans accordingly.

Caithness General Hospital Redesign

The Caithness General Hospital model was developed through a series of workshops held from October 2022 to April 2023, facilitated by Buchan Associates and involving key members of staff. Four to five workshops were held for each of twelve departmental workstreams. The workshops first established a clear understanding of the existing services and challenges faced, then looked at factors that may influence the shape of services in future. They culminated in setting out a clear vision of the future service model to be delivered within the reconfigured hospital, termed the Clinical Output Specification (COS), which is supported by a Schedule of Accommodation (SoA) and Target Operating Model (TOM). Developing documents were shared with workshop participants after each session. The Clinical Output Specifications were presented by each workstream lead at a Crosscheck Event held in Wick on 11th May 2023. At that point the COS and SoA were in final draft, with the TOM for each department at various stages of development. The event allowed other workstream leads, senior service managers and representatives of this Programme Board to understand and

question the proposals. A number of actions are being progressed in response to the Cross Check event in relation to workforce planning, financial planning and digital technology plans.

HSCP Annual Performance Plan

The Annual Performance Plan is under development and will provide data and narrative to illustrate our delivery against the National Health and Wellbeing Outcomes for the year 2022, as required by the Public Bodies (Joint Working) Scotland Act, 2014.

Highland Partnership is responsible in ensuring that our local communities are clear on how health and social care integration is performing. The report highlights the key areas of achievement and challenges that we have faced over the year. During 2022 staff have worked hard to continue to provide excellent health and social care services for our Highland communities which consists of Primary, Community, Mental Health, Acute Care, Children and Adult Social Care.

This key report is important for the Committee as it will articulate triangulated narrative and data that will demonstrate key care outcomes and people’s experience of care.

The Report will be presented to the next Health and Social Care Committee on 30th August and will be published thereafter in September 2023.

Ross Memorial Hospital

Changes to Ross Memorial Rheumatology Unit plans: An update has been requested for the Committee via the CO Report regarding the progress being made to undertake the fire upgrade work at Ross Memorial Hospital. Discussions are ongoing engaging the community and the Rheumatology clinicians and people who use the service and while ongoing engagement is taking place there is not an update for the committee.

Awards

[Honour for services to rural nursing](#)

Cathy Shaw, Lead Advanced Practitioner for the Remote and Rural Support Team (West) and the Hospital at Home Team Skye with NHS Highland, has been recognised and awarded an MBE for services to nursing in rural Scotland. Cathy, has worked with NHS Highland for six years. I am sure everyone will join me in congratulating Cathy on her award.

[Honour for services to general practice](#)

Dr Miles Mack, a GP with Dingwall Medical Group, has been recognised and awarded an OBE for services to general practice. Dr Mack has worked with the Dingwall practice for 30 years. Again I am sure everyone will join me in congratulating Dr Mack on his award.