



**Meeting:** Highland Health & Social Care Committee

**Meeting date:** 07 May 2025

**Title:** Chief Officer Assurance Report

**Responsible Executive/Non-Executive:** Pamela Stott, Chief Officer

**Report Author:** Pamela Stott, Chief Officer

<p><b>1. Purpose</b></p> <p>To provide assurance and updates on key areas of Adult Health and Social Care in Highland.</p>
<p><b>2. New Craigs PFI</b></p> <p>As previously reported, the PFI arrangement with Robertsons and NHHSH will end on the 12th July 2025.</p> <p>A managed process of transition is well underway and Facilities staff will be offered the opportunity to TUPE to NHS Highland at the time of the transfer. NHHSH Facilities teams are working closely with the operational and clinical teams in New Craigs to ensure that there will be only minimal impact experienced by patients and staff. The transfer creates opportunities to transform the delivery of facilities within the New Craigs site and creates additional space in the FM building which will be used to offset the impact of the discovery of RAAC in 3 buildings on the site.</p>
<p><b>3. Joint Inspection of Adult Services</b></p> <p>Under section 115 of the Public Services Reform (Scotland) Act 2010, together with regulations made under the 2010 Act, the Care Inspectorate and Healthcare Improvement Scotland are jointly inspecting health and social care services for adults in the Highland Health and Social Care Partnership, with inspection activity commenced on Monday 10 February 2025.</p> <p>With the agreement of Scottish Ministers, the inspection is considering the following question: <b>“How effectively is the partnership working together, strategically and operationally, to deliver seamless services that achieve good health and wellbeing outcomes for adults?”</b> The inspection in Highland will consider the inspection question by examining the provision of services for and lived experience of adults living with mental illness and their unpaid carers.</p>

<p>We are now in Week 11 of the Inspection and have submitted the Position statement (available to Committee members on request). The next steps include a detailed inspection of records, discussions with users of services and scrutiny groups involving all levels of staff.</p>	
<b>4. AHP's in the Emergency Department of Raigmore</b>	<p>A new initiative has commenced with the role of AHPs at the Emergency Department at Raigmore. The aim of the service is to offer AHP assessment in ED for alternative pathways of care for admission avoidance, as well as for functional Criteria [led] for Discharge (fCLD) to facilitate earlier return home.</p> <p>The target population are people in mild to moderate frailty, attending ED for non-elective/non-surgical reasons.</p> <p>Three seconded staff (2.0 WTE OT and 1.0 WTE Physio) started the service on the 3rd of March.</p> <p>Up to the 15th of April 2025, 31 admissions have been avoided, with a reduction in length of stay for those patients assessed via ED to 3.5 days. Against length of stay data used for the business case that outlines the new service, this equates to 1100 bed days saved, whilst promoting independence and returning people to their own homes as early as safely possible to do so.</p>
<b>5. Mental Health &amp; Learning Disability Strategy</b>	<p>Following feedback that the Mental Health &amp; Learning Disability Strategy did not contain enough detail about the changes that would be made, the team have been working together to create a delivery plan. This has now been fully incorporated and an updated Strategy and Delivery Plan will be formally launched within the next few weeks.</p>
<b>6. Care at Home Services in Sutherland</b>	<p>NHS Highland provides the in-house Care at Home Service in Sutherland.</p> <p>At the beginning of 2025, concerns had been raised by members of staff and staff side and this resulted in meetings between staff, staffside and Care at Home management. In addition to this, an audit of all client records was undertaken, and the findings identified a number of issues which required attention.</p> <p>As a result of the concerns raised by staff, and an increase in complaints regarding the service and the results of the records audit, a Service Recovery Plan was put in place in February 2025. This plan includes the rota management, staff training, staffing (recruitment and vacancy management). Support to implement the plan was in place via a Service Improvement Practitioner as part of her wider role.</p> <p>The service underwent a planned inspection from The Care Inspectorate during the week of the 7<sup>th</sup> of April.</p>

Immediate actions have been taken in response to The Care Inspectorate feedback and subsequent Improvement Notice and include Large Scale Investigation (LSI) process has been put in place.

This is being chaired by the HSCP Head of Service for Social Work Services supported by the Sutherland Social Work Team.

An interim management team has been put in place and has completed work to review and amend schedules/rotas as well as staff training records. This has identified gaps.

Working with the Practice Development Team, a training programme is being implemented.

Interim arrangements have been put in place to support carers during the Out of Hours period.

Longer term solutions which will ensure stability across Highland are being developed with the support of the wider HSCP.