

Integration Joint Board

Date of Meeting: 15 September 2021

Title of Report: Chief Officer Report

Presented by: Fiona Davies, Interim Chief Officer

The Integration Joint Board is asked to:

- Note the following report from the Chief Officer

Listening and Learning Survey

On the 26 August the HSCP published the results of the first Listening and Learning staff survey which was designed to track the experience of working within the organisation. The survey, which was anonymous, was open to all NHS and Council colleagues across the HSCP.

39% of staff completed the survey and their responses revealed that teams know what they are doing and do it well, they are supporting each other and are looking after each other's wellbeing. There was a sense of positive change underway.

The results also showed that we need to do more to increase the understanding of our vision and priorities, ensure we recognise the right people for their contribution, and to improve development and career progression. We also need to improve systems and processes and colleague engagement, particularly when changes are suggested.

Since last year's engagement survey, the HSCP has focussed on taking action on the issues that employees raised, particularly on culture and preventing bullying. This has included improving communication, regular engagement sessions with senior leaders and rolling out Courageous Conversations. The Guardian Service was expanded to Argyll and Bute Council staff and an Argyll and Bute Culture Group was also established and has taken the lead in putting local culture improvements in place.

To track progress, two questions on bullying and harassment were included in the survey and the responses showed that experiences of bullying and harassment have reduced but 56 colleagues who responded stated that it was still ongoing. We take this very seriously and the HSCP has a strong focus on preventing bullying and we are clear that bullying and harassment will not be tolerated.

In direct response to the survey, more and clearer information about the HSCP structures and strategy will be shared with colleagues and we will continue our work in the local Culture Group whilst also continuing to work with NHS Highland and access their culture change projects, which include leadership and communications training, and values-based facilitated workshops.

National Care Service Consultation

On the 9 August the Scottish Government announced that they were launching a consultation to seek the public's view ahead of the creation of a National Care Service.

The Scottish Government proposes that: *the National Care Service will define the strategic direction and quality standards for community health and social care in Scotland. It will have local delivery boards which work with the NHS, local authorities, and the third and independent sectors to plan, commission and deliver the support and services that the people of Scotland require.*

A series of online engagement events are being held in August, September and October to enable stakeholders, individuals and communities to come together to share their views on the National Care Service. The consultation closes on the 2 November.

Adult Support and Protection Joint Inspection

The Scottish Government requested that the Care Inspectorate, Healthcare Improvement Scotland, and Her Majesty's Inspectorate of Constabulary in Scotland carry out a joint inspection of adult support and protection in 26 partnership areas in Scotland. The Care Inspectorate lead this programme and Argyll and Bute is one of the partnerships being inspected.

The purpose of this joint inspection is to seek assurance that adults at risk of harm in Scotland are supported and protected by existing national and local adult support and protection arrangements. The inspection in Argyll and Bute commenced at the beginning of August.

The Scottish Government has also requested that these joint inspections now consider the impact of the COVID-19 pandemic and the associated restricted period of adults at risk of harm, and partnerships' compliance with the COVID-19 additional guidance. The inspections were carried out remotely with records being made available electronically to the Inspection Team.

It was an accelerated inspection with the Inspection report being delivered in 13 weeks and it is expected that the final report will be published at the end of September.

Service Visits

The Chief Officer has been continuing to visit sites and localities across Argyll and Bute and recently met with staff and teams on Bute, Jura and in Oban.

These Service Visits are extremely important to ensure that senior managers have visibility across the organisation. They are also key from a staff engagement point of view as it provides staff with an opportunity to raise any issues and the Chief Officer can meet with colleagues on the ground to see first-hand the excellent work that staff are carrying out within our local communities.

NHS Highland's Whistleblowing Champion Bert Donald, who is also a Non-Executive Director, has also been visiting sites across the HSCP and was in Argyll and Bute from 19-21 July. The visit allowed Bert to promote the Whistleblowing Standards, gain staff views on the culture within Argyll and Bute and learn more about service provision and healthcare issues across the area.

Bert's visit was communicated to staff in advance to provide them with an opportunity to meet with him either privately or as members of a group and during his visit he discussed a range of issues with staff members from across a number of teams and locations.

Suicide Prevention

Scotland's National Suicide Prevention Leadership Group (NSPLG) have launched a pilot service to support families bereaved by suicide. Established by the Scottish Government, NSPLG brings together people with lived experience of suicide alongside, academic, third sector, and statutory partners to support the delivery of Scotland's Suicide Prevention Action Plan: Every Life Matters.

One key action in the plan is delivering support to families bereaved by suicide. The Scottish Government is providing funding of £510,000 for the pilot service which will provide practical and emotional support to families who have lost a loved one to suicide, for up to two years. The service is also intended to help reduce suicide, as evidence shows that up to 10% of people bereaved by suicide may go on to attempt to take their own lives.

Penumbra and Support in Mind Scotland, two of Scotland's leading mental health charities, are working in partnership to deliver the services across two health board areas, NHS Highland and NHS Ayrshire & Arran. The new service will operate seven days a week; it will make initial contact with bereaved families within 24 hours of a referral and specially trained bereavement support workers will provide customised support relevant to each family's circumstances.

These highly trained staff will be able to recognise potential risks or wider safeguarding issues, including signs and symptoms of suicidal ideation and will also be able to work collaboratively across other local services. Together this joined-up approach will ensure a package of support is offered to families during this extremely difficult time.

Connections Sessions

Earlier this year the HSCP ran a series of virtual staff events titled 'Connections' to provide an opportunity for staff to meet with senior leaders across the organisation. Each of the sessions was based on a particular theme, such as 'Ask me Anything' and Courageous Conversations.

We would like to thank all colleagues who participated in the events and for the very worthwhile comments, suggestions and questions that were raised.

The Connections events are recognised as an important element in staff engagement and the Strategic Leadership Team are keen for them to continue. A focus group is therefore being established to review the style and shaping of the programme to ensure that it continues to meet the needs of colleagues moving forward.

Launch of Long COVID e-Learning Self-Management Resource

We have been working with Let's Get On With It Together (LGOWIT) to support a series of online self-management modules for the public across a range of areas including coping with loss, embracing change and living well.

The LGOWIT project is active in promoting and supporting self-management of health for people living with long term conditions and in light of the ongoing pandemic a new module has been introduced to help support people who have been suffering from the effects of Long COVID.

Further information on the various modules and how to sign up for them can be found on the LGOWIT website at www.lgowit.org

Enhanced Community Dementia Service

The Enhanced Community Dementia Service has undergone significant development over the past year and it continues to report to the Dementia Redesign Group. Despite the pandemic, progress has been made towards extending the team and the recruitment of health care support workers, social workers and Advanced Nurse Practitioners is well underway.

A Team Leader post has been created with a senior nurse as the first established Team Leader for the service and the Area Manager for Mid Argyll will operationally manage the whole team whilst the Head of Adult Services for Older Adults & Community Hospitals remains the strategic lead for dementia. There is still a gap in terms of a Consultant and discussions are ongoing as regards filling this post.

The aim with the new enhanced model is to support adults with dementia to remain within their communities and we will be further working with staff, adults with dementia and their families as to our aspirations for the service moving forward.

We would also like to thank all our existing dementia staff who have continued to deliver a high standard of dementia services during what has been a challenging time and also for their patience as we recruit the new staff to the service.

Senior HSCP Appointments

Head of Finance and Transformation

James Gow has been appointed to the Head of Finance and Transformation role and joined the organisation in August and this will be his first IJB meeting. James comes to the HSCP from a senior finance post with the Government of Jersey and prior to that has had a wealth of experience throughout the public sector in Scotland.

Head of Children, Families and Justice

David Gibson started in post on 1 September as Head of Children, Families and Justice. He brings with him a wealth of experience in the sector, most recently as the Head of Children's Services and Chief Social Work Officer at Comhairle nan Eilean Siar.

Head of Primary Care

Evan Beswick will be joining the HSCP senior team in October as the new Head of Primary Care. Evan currently works for NHS Highland in primary care in the North Highland area.

The Head of Primary Care is a new role for the organisation and Evan will provide leadership for the planning, management and delivery of Primary Care, Dental and Optometry services.

Supported Self Care Plan

ACUMEN in Argyll and Bute has developed a new free mental health service with support provided from the Listening Service at the Lade Centre and Support in Mind Scotland.

The service consists of a Supported Self Care Plan to help people write their own plan to help with their mental health and emotional wellbeing. The aim of this is to help empower people to look after themselves when their mental health is under pressure. Further information is available online at <https://sscp.ramh.org>

The HSCP is delighted to help financially support this project through the Living Well Grant for 2020-2021.

COVID Update

We would like to remind everyone in Argyll and Bute to remain cautious and continue to be vigilant for symptoms of COVID-19 as new confirmed cases continue to be at a significant level.

As well as being vigilant for symptoms, members of the public are also being asked to remain cautious and minimise contacts during this period of high levels of COVID-19.

Even though many of the previous restrictions have eased there are still lots of things we can all do to help limit the spread. Wearing face masks when inside or in crowded areas, regular hand washing, regular testing using LFD tests when you have no symptoms and, when invited, please come forward to get vaccinated. All of these will help us in keeping the COVID-19 numbers down.

We would also ask that our communities remain vigilant for symptoms. The typical symptoms are a new continuous cough, a high temperature or fever and a loss of, or change in, normal taste or smell. However, people with COVID-19 can present with a wide range of symptoms including headache, sore muscles and joints, tiredness, sore throat, cold-like symptoms and diarrhoea and vomiting. Anyone that becomes unwell should isolate immediately and seek a PCR test.

The latest information on COVID-19 cases and vaccination figures is available in the Public Health Report which is on the agenda for the IJB meeting.

The Chief Officer would also like to thank staff across the HSCP for the work they are doing to support our local communities during what has been a really challenging time for the public and staff alike and would encourage everyone to take up the opportunity of getting a COVID vaccination if they have not already done so.