

Integration Joint Board

Agenda item:

Date of Meeting: 31 May 2023

Title of Report: Chief Officer Report

Presented by: Fiona Davies, Chief Officer

The Integration Joint Board is asked to:

- Note the following report from the Chief Officer

Introduction

I would like to welcome you to my Chief Officer Report for May 2023 and I hope you find it of interest and as usual I would be delighted to receive feedback on the report and how we can develop it further to ensure that it continues to reflect the work that is taking place across the organisation.

I would also like to welcome Cllr Amanda Hampsey to her first meeting as Chair of the Integration Joint Board, Cllr Hampsey took up her post on 1 April 2023. My senior officers and I look forward to working with her over the coming months. My thanks goes to our previous Chair, Sarah Compton-Bishop, and my congratulations to her as well on her recent appointment as Chair of NHS Highland. This meeting will also be the last one for Jean Boardman as her tenure comes to an end as one of the NHS Highland representatives on the IJB. I would like to thank Jean for her the knowledge, passion and enthusiasm she brought to IJB meetings and I wish her well for the future.

Our esteemed colleague and Head of Planning, Performance and Technology Stephen Whiston, after 38 years of dedicated public service, 26 of which have been in Argyll & Bute, will be retiring. We are extremely sad to be losing someone who has been so steadfast in our team. He has ensured Argyll & Bute stayed at the forefront of new technology and has such a personal commitment to delivering services in his community, we wish him all the best in this new phase of his life.

In my report this month I have highlighted some examples of the good work that is taking place across the HSCP and which is making a real difference to the lives of the people of Argyll and Bute. This includes the official opening of the Cowal Hub on 28 April, the formal handover of the Kintyre Care Centre which took place on 20 March and the Coll Health and Social Care Needs Assessment Report which was published in March as well. More information on all of these is included further

down in my report and my thanks to everyone who has been involved in these fantastic projects.

As well as highlighting all the good news it is also important that I outline some of the organisational challenges we are facing as an HSCP and what we are doing to try and tackle them.

One of our main challenges is with recruitment and retention across many of our workforce areas. We are not alone in this as many HSCPs have similar issues but the remote and rural nature of Argyll and Bute brings with it its own particular challenges. We are investing in a recruitment marketing campaign to try and encourage people to come and work in Argyll and Bute and further information on some of the proposals that we will be implementing are outlined later in my report.

We are also continuing with regular public engagement activities within our local communities and colleagues from the Planning Team are currently in the process of delivering a series of drop in events across the HSCP. These have been arranged to provide members of the public with an opportunity to let us know how we have been doing so far with the implementation of our Joint Strategic Plan for 2022-25, which was launched last year. We have a couple more events in June on Islay and Mull (details below) and I would like to thank everyone who has attended the events so far or fed their thoughts back via the online survey.

I also had the pleasure of attending the HSCP's Excellence Awards in Inveraray on Friday 12 May. These awards are a real opportunity to celebrate the hard work and dedication of HSCP staff and our colleagues in partner agencies. It was such a lovely occasion and it was really great to meet so many colleagues in person and talk to them about the work they are doing within their local communities. Details of the winners are included later in my report and my congratulations go to them and everyone else who received a nomination.

HSCP Updates

Coll Health and Social Care Needs Assessment

The Coll Collaborative Working Group (CCWG) and the HSCP launched the Coll Health and Social Care Needs Assessment at a community event on Coll on Thursday 16 March.

This report has played an important role in contributing to our understanding of the specific health and social care needs of the people of Coll and has identified areas where our services are working well and also highlighted other services where more work needs to be done.

We would like to thank the CCWG and the people of Coll for their help in bringing this important piece of work together. The information contained within the report will also greatly assist the HSCP in the development and planning of health and social care services for the people of Coll.

The CCWG was established in 2022 to work alongside partners and community representatives from Coll with the aim to assess the level of health and social care need on Coll and to agree on a redefined model of service delivery to meet the

needs of the community. Further information, including a copy of the Needs Assessment Report, is available [here](#).

Joint Strategic Plan 2022-2025

The HSCP launched its Joint Strategic Plan for 2022-2025 last year. You can view a copy [here](#). The plan is aspirational and ambitious and has the following four key tenets which will inform everything that we do:

- Prevention, Early Intervention and Enablement
- Choice and Control and Innovation
- Living Well and Active Citizenship
- Community Co-production (working with communities to produce local community services)

A series of Community Drop in Events were arranged to provide members of the public with an opportunity to feedback their views on how we are doing so far with the Plan. The events commenced on 17 April and HSCP representatives have already met with the public in Oban, Campbeltown, Lochgilphead, Inveraray, Helensburgh, Dunoon and Bute. There are two more events still to take place and details of these are outlined below.

- Isle of Mull Craignure An Roth Centre, Tuesday 6th June, 11.15am - 12.45pm
- Isle of Islay Bowmore Gaelic Centre, Tuesday 13 June, 5.30pm - 7.30pm

If members of the public were unable to attend a drop in event then we also have an anonymous online survey ([available here](#)) which everyone within Argyll and Bute is welcome to complete. The Chief Officer has also produced a vlog which you can view [here](#).

Chief Officer Opens Quality Improvement Event

The Chief Officer opened a Quality Improvement Excellence Event which was recently held in Kilmory in Lochgilphead on 24 March. The event celebrated the excellent work that is ongoing across Argyll and Bute focusing on improving quality in different areas across the HSCP.

Those attending the event on the day heard a number of examples of ways to use data and consider different ways of working to ensure that we continue to deliver high standards for the people using our services.

These examples included tissue viability partnership working with the podiatry team, the work that is taking place to integrate delirium screening in Campbeltown, the

development of new nursing documentation in Islay, supporting pathways between physio colleagues in Oban and their third sector supporting services.

Staff Awards

The HSCP's Excellence Awards took place this year in Inveraray on Friday 12 May. The awards are a real opportunity to celebrate the hard work and dedication of HSCP staff and colleagues in partner agencies. We would like to congratulate everyone who was nominated for an award and the winners of each of the categories are detailed below.

Nurse/Midwife of the Year

Karen Nonhebel (Isle of Mull)

Social Worker of the Year

Nadia Johnson (Helensburgh)

Admin/Secretarial Worker of the Year

Emma Mason (Kintyre)

Outstanding Individual

Karen Nonhebel (Isle of Mull)

Outstanding Team

Argyll and Bute Maternity Team

Support Worker of the Year

Ciaran Norris (Kintyre)

Therapist of the Year

Mark Nichols (Oban)

Patient/Service User Choice Award

Blue Triangle Housing Association

Mentor of the Year

Andrew Meechan (Mid Argyll)

Partner Award

Katrina Sayer (Jean's Bothy, Helensburgh)

Chief Officer Outstanding Contribution to Health & Social Care

George Morrison (George, who has now retired, was Deputy Chief Officer)

Service Updates

Vaccination Programmes

The Autumn/Winter vaccination programme finished at the end of March and Argyll and Bute achieved a completion figure above the national average.

The Spring/Summer 2023 COVID -19 vaccination service started on 27 March and will be delivered in full by HSCP teams, with the exception of six island areas. The

campaign started with the delivery to all care home residents and housebound patients over the age of 75 or with a weakened immune system.

The public clinics commenced on 11 April 2023 and all eligible patients will be sent a letter either appointing them or prompting them to book an appointment via the national portal. The groups to be covered in the campaign are:

- Over 75s
- Care home Residents
- Those aged 5–74 who fall into the ‘Weakened Immune System’ category
- From 1 May children aged 6m-4 years in a clinical risk group were also eligible.

Further information is available on the NHS Inform website [here](#) or by calling the NHS Highland Service Delivery Centre Helpline on 0800 032 0339 (open Mon-Fri 9.30am to 5pm) or the National Call Centre Helpline on 0800 030 8013 (open Mon-Fri 9am-6pm, Sat 9am-1pm, closed Sun)

Organisational Challenges

Recruitment

Like other HSCPs across Scotland Argyll and Bute is continuing to face significant recruitment and retention challenges in workforce areas such as nursing, social work and social care. There are a number of reasons for these challenges including competition from other HSCPs and public sector organisations. There is also competition from employers in other sectors within Argyll and Bute, such as retail and hospitality; this is particularly the case for the pool of workers who may in the past have been attracted to work in the social care sector.

A proposal was taken to the Senior Leadership Team meeting on 19 April 2023 detailing a number of proposals for a recruitment marketing campaign to assist with HSCP recruitment across both the health and social care sector. These proposals would assist in the delivery of a co-ordinated, targeted and structured campaign that would use a range of channels and methods over an extended period of time. SLT agreed for the following to be taken forward.

- Work with Argyll and Bute Council communications team to further develop and promote the [abplace2b.scot](#) website ([view here](#)). This site was developed to showcase Argyll and Bute and market the area as an attractive location to live and work.
- Increase the investment in the filming of both staff and locations across Argyll and Bute, including islands.
- Invest in advertising on CalMac ferries in particular targeting the key ferry routes in Argyll and Bute that have high passenger numbers
- Visual marketing through a network of TV screens which are located in shops and holiday parks across the Kintyre peninsula

Protecting Care Home Residents' Rights

The Health and Social Care Standards which came into force last April gave people living in care homes rights to see loved ones and name relatives or friends they wish to be involved in their care plans.

The standards have helped deliver the aims of Anne's Law, ensuring people who live in adult care homes have rights to see and get support from those who are important to them, ahead of the Scottish Parliament considering entering it into legislation as part of the National Care Service (Scotland) Bill. Further information is available [here](#).

Tech Partnership Boosts health Innovation

Innovative companies will be able to trial new health products in clinical settings across the country following a link-up between the Scottish Government's £42 million Techscaler programme and the NHS.

Participants in the programme, which provides world class expertise and support to young businesses with high growth potential, are being offered access to NHS Regional Test Beds. These enable entrepreneurs to work alongside clinicians and have access to patients and anonymised data to test ideas, products and services. Further information is available [here](#).

COVID-19 Spring Booster Programme Underway

Residents in care homes for older adults started to receive their spring COVID-19 booster from Monday 27 March as the latest stage of the national vaccination programme gets underway.

Following recent advice from the Joint Committee on Vaccination and Immunisation (JCVI), a spring booster dose will also be offered to those aged 75 and over from 11 April and individuals aged five and over with a weakened immune system from 24 April. These groups will either receive appointment details through their preferred means of contact or will be sent details of how to book. Further information is available [here](#).

Health Inequalities Statistics Released

Scotland's Chief Statistician announced the publication of the latest Long-term Monitoring of Health Inequalities report. The report includes a range of indicators selected in order to monitor health inequalities over time. These indicators include: healthy life expectancy, premature mortality, all-cause mortality, baby birthweight and a range of morbidity and mortality indicators relating to alcohol, cancer, coronary heart disease and drug use. Further information is available [here](#).

Good News

Kintyre Care Centre

The formal handover of the running of Kintyre Care Centre (KCC) in Campbeltown from HC-One to the HSCP was concluded on 20 March 2023. Representatives from the HSCP and KCC held a small tea in the facility on the same day to mark this new phase in the life of the home.

We would like to thank everyone involved in the work around making this a reality, it has been a great example of partnership working between Argyll and Bute Council, the HSCP and also HC-One. This work has ensured that we will continue to have residential and nursing care beds in the Kintyre area.

Kintyre Care Centre (KCC) is a 40-room residential and nursing care home, providing the only nursing care provision in Campbeltown or indeed in the west of Argyll and Bute. The HSCP provided the funding for the purchase of KCC however as the HSCP is a partnership (between Argyll and Bute Council and NHS Highland) it cannot legally own the centre in its own right therefore Argyll and Bute Council agreed to take legal responsibility for the building. You can view the full press release [here](#).

Cowal Hub Officially Opened

The Cowal Community Hub was officially opened on Friday 28 April 2023 and the opening was attended by Elena Whitham, Scottish Government Minister for Drugs and Alcohol Policy.

The facility, which is run by Argyll and Bute Rape Crisis and supported by a number of partners including the HSCP, provides a warm and safe space for the local community. It also strives to provide support for local services including addiction, mental health, advocacy, housing, financial support, smoking cessation and Citizen's Advice.

The HSCP and Argyll and Bute Alcohol and Drug Partnership were delighted to provide initial funding and support for the development of the project and thanks go to Rape Crisis and all other partners who worked so hard to make this facility a reality for the local community.

Staffing Updates

Unit Manager Gortanvogie Care Home

We are delighted to announce that, following competitive interview, Kathleen Anderson has been appointed as the Unit Manager for Gortanvogie Care Home on Islay.

Kathleen, who is from Islay, is a registered general nurse and comes to the post with a wide variety of experience and skills and an enthusiasm to provide quality services to the local people on Islay. She commenced in her role on 3 April.

Senior Service Manager Strategic Estates Development & Sustainability

We would like to welcome Keiran Ferguson who joined the HSCP as Senior Service Manager Strategic Estates Development & Sustainability at the beginning of April. This is a new role for the organisation and will help develop an integrated and strategic approach to the management and improvement of the property portfolio utilised by the HSCP.

Keiran is a Chartered Engineer and is an experienced Corporate Real Estate and Facilities Operations Professional who has worked in a number of senior roles within the private sector.

Unscheduled Care Programme Lead

We are also really pleased to highlight that Karl McLeish commenced in post in April as Programme Manager for Unscheduled Care. This role involves co-ordinating a wide range of programmes under the ethos of the Right Care, Right Time, Right Place agenda.

Karl's has worked across a number of NHS Trusts in the North East of England and his background is in NHS Strategic Commissioning, Service and Operational Management.

Head of Strategic Planning, Performance and Technology

We are delighted to confirm that, following competitive interview, Kristin Gillies has been appointed as Head of Strategic Planning, Performance and Technology for the HSCP. Kristin will take up post on 29 May.

Many of you will already know Kristin as she has worked in Argyll and Bute since 2009, most recently as a Senior Service Planning Manager for the HSCP where over the years she has been the lead on waiting times, our Service Level Agreement and patient pathways with NHS Greater Glasgow & Clyde.

The Head of Strategic Planning, Performance and Technology is a key senior role within the organisation which is heavily involved in a number of important national and local developments, including TEC (Technology Enabled Care) deployment, Integrated Performance systems, commissioning and strategic planning and fleet management modernisation.