



Perth & Kinross Integration Joint Board

16 February 2022

Update on Pitlochry Community Hospital Inpatient Unit

Report by Head of Health (Report No. G/22/9)

PURPOSE OF REPORT

The purpose of this report is to provide an update to the IJB on the interim closure of Pitlochry Community Hospital Inpatient Unit and to provide information on future proposals.

1. RECOMMENDATIONS

The IJB is asked to:

- Note the significant workforce challenges being faced in staffing the Pitlochry GP Unit and the efforts taken by PKHSCP and NHS Tayside to address these.
- Note the decision to temporarily close the inpatient unit on 31st December 2021 due to unsafe staffing levels
- Support proposals to remodel the service model to provide a more integrated approach to rehabilitation and intermediate care services across Highland Perthshire to provide the right care in the right place and is equitable, effective, efficient and sustainable.
- Support the appointment of Fixed Term Programme Manager to support this essential work including consultation and engagement across Highland Perthshire.

2. BACKGROUND/ MAIN ISSUES

Pitlochry GP Unit is a 9 bedded GP Ward providing care and rehabilitation to the people of Pitlochry and the surrounding area. It is part of Pitlochry Community Hospital which also provides Outpatient Services and Community Care and Treatment Services (CCATs). The GP Unit Inpatient Service is delivered by a multi-disciplinary team including GP's who provide medical cover.

The unit has faced long standing nursing recruitment challenges due to rurality and high property price as far back as 2018. This has been further exacerbated by Covid 19 and the changes in maternity leave regulations (non patient facing from 28 weeks).

In October 2021, contingency measures were initiated due to a stepped increase in nursing vacancies and other absences. The PKHSCP management team developed a contingency plan which involved significant additional investment and included redeployment from other services in Perth & Kinross and across Tayside, return of retirees, use of bank and high end agency staff, accommodation provision, changes to shift patterns and review of skill mix.

Whilst additional staff were identified and this enabled services to continue to operate for several more weeks, at the end of December 2021 with further resignations and absence the model became over-reliant on agency staff and senior clinical colleagues advised that it was not able to operate safely. In response, PKHSCP proposed an interim closure of the unit to NHS Tayside to allow time to explore a sustainable future model of care and mitigate the clinical risk to patients.

As an update the unit has been closed since early January 2022 and PKHSCP management team are working with HR and staffside to support a transition process for existing staff. The transition process is currently being concluded and all core staff are being temporarily redeployed as per the redeployment process. Work has commenced on a new staffing model which needs to support a new approach to the management of rehabilitation and intermediate care services for the future.

3. PROPOSALS

It is now proposed that the PKHSCP explore proposals to remodel the service model and with it the workforce to provide a more sustainable and integrated approach to rehabilitation and intermediate care services across Highland Perthshire. The PKHSCP will continue to actively promote an open recruitment process to the Inpatient Unit whilst undergoing the remodelling of the workforce. The remodelling of the workforce will be done in collaboration with key stakeholders across the Health & Social Care Partnership inclusive of Staff Side, nursing and medical staff, AHPs, Social Care, Third and Independent Sectors. The PKHSCP Strategic Planning Group will have a key role in ensuring early and effective engagement with service user and carer representatives.

This will provide the opportunity to consider how our new and emerging models of care can come together to provide an innovative new service delivery model for the people of North Perthshire which will be safe, sustainable and which keeps people at home or in a homely environment for far longer. This will incorporate the services that are set out in the Older Peoples Strategic Delivery Plan 2022: 2025 including;

- our new model for Care at Home
- the extended LINC's 24/7 Service
- Hospital at Home
- Interim Care Beds

The development of a new model will also seek to strongly support the sustainability of GP Practices in North Perthshire and new model will be designed with strong engagement with local GP's.

In order to progress this essential work whilst maintaining effective ongoing Covid Response across all other services, it is proposed that dedicated additional capacity be appointed to lead and support the remodelling and support the required consultation and engagement.

4. CONCLUSION

Despite the enormous efforts of PKHSCP and NHS Tayside to ensure safe staffing, it was necessary to close Pitlochry Community Hospital GP Unit on 31st December 2021 as a temporary measure.

As the staffing challenges in the rural areas of Perth & Kinross are long standing it is now essential that a service model is developed that ensures the safe and sustainable delivery of intermediate care and rehabilitation services to the people of North Perthshire that embed exciting new models of care and parallel workforce models that are sustainable in the long term.

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
HSCP Strategic Commissioning Plan	Yes
Transformation Programme	Yes
Resource Implications	
Financial	Yes
Workforce	Yes
Assessments	
Equality Impact Assessment	No
Risk	Yes
Other assessments (enter here from para 3.3)	
Consultation	
External	Yes
Internal	Yes
Legal & Governance	
Legal	No
Clinical/Care/Professional Governance	Yes
Corporate Governance	No
Directions	No
Communication	
Communications Plan	Yes

1. Strategic Implications

1.1 Strategic Commissioning Plan

The workforce remodelling proposed in this paper will clearly consider how best to ensure that the objectives set out in the Perth and Kinross Strategic Commissioning Plan are met:-

- 1 prevention and early intervention,
- 2 person centred health, care and support
- 3 work together with communities
- 4 inequality, inequity and healthy living
- 5 best use of facilities, people and resources

2. Resource Implications

2.1 Financial

The workforce remodelling we propose to undertake will take full account of the full revenue stream and capital implications.

2.2 Workforce

The workforce issues have been fully explored by the contingency team and the issues will be taken in to consideration in the remodelling of the workforce

3. **Assessments**

3.1 Equality Impact Assessment

N/A

3.2 Risk

The workforce challenges within Pitlochry GP Unit were identified as a high risk by PKHSCP and were escalated to NHS Tayside Care Governance Committee.

The impact of this risk on delivery of Perth & Kinross IJB's Strategic Objectives was considered formally by the Chief Officer in his report to the Audit & Performance Committee at its December 2021 Meeting and it was agreed that the IJB Strategic Workforce risk be reassessed in light of this significant workforce challenge.

3.3 Other assessments

N/A

4. **Consultation**

4.1 External

It is our intention to take advice from our Strategic Planning Group who will have a key role in ensuring early and effective engagement with service users and carer representatives.

4.2 Internal

This paper has been prepared in conjunction with PKHSCP Executive Management Team, Integrated Management Team, HR and Partnership Representatives.

4.3 Impact of Recommendation

The aim to remodel the workforce to provide more sustainable integrated approach to rehabilitation and intermediate care services should not have a direct impact on service users/carers

5. Legal and Governance

There are no specific legal or governance issues at this stage.

6. Directions

As no decision is being made by the IJB at this stage on the future service delivery model, no Direction is required.

7. Communication

Early in 2021, the Scottish Government and COSLA issued the draft 'Planning with People' engagement and participation guidance to Health Boards, Local Authorities and Integration Authorities. This guidance outlines the approach to partnership working for engagement, minimises duplication of effort and enables sharing of learning. Once finalised, Planning with People will replace previous guidance such as CEL4.

The Perth & Kinross Health & Social Care Partnership will be considering the following criteria

- Impact on patients and carers. · Conflict with the national policy.
- Change in the Method of Service Delivery.
- Impact on the workforce.

8. BACKGROUND PAPERS/REFERENCES

N/A

9. APPENDICES

N/A