

**DATIX service risks within P&K HSCP health services
(as at 15th Mar 2024)**

Current service risks within health services (31):

Ref	Locality/ Service	Title of risk	Risk Score & Grading (Inherent)	Risk Score & Grading (Current)	Last updated / Manager	Mitigations
829	P&K HSCP wide	Challenges in relation to accommodation for clinical and non-clinical staff across P&K	20 RED	20 RED	06-12-23 Evelyn Devine	<p>P&K HSCP Chief Officer and key staff are participating in the one public estate discussions in order to identify appropriate accommodation for different health and social care teams.</p> <p>Head of Health has briefed NHS Director of Facilities re all options which have currently been explored in NHS and PKC family</p> <p>Interim Chief Exec of PKC has been briefed by Chief Officer re: accommodation needs for the HSCP.</p> <p>Premises requirements identified and summarised in a briefing paper for CCATS, IDART, CAMH's, potential relocation of GP premises in Perth City and a multi-disciplinary team supporting young people and adults with a learning disability and/or Autism with complex needs. Shared with NHS Procurement and Estates</p> <p>Accommodation walkrounds have been completed across Health & Social care sites with a view to mapping sites to accommodate future teams.</p> <p>Recommenced a short life working group with NHST support service and Estates in order to review the accommodation needs for CCATS, IDART, Urgent Care and Community AHP's</p> <p>Consultation paper to be completed in relation to engaging with staff re: accommodation moves.</p> <p>Paper to be written to describe the options going forward (option appraisal) in conjunction with NHST estates and support services</p>

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701	Prison Healthcare	Mental Health Waiting Times within the Prison Healthcare Service	15 AMBER	20 RED	15-01-23 David Hope	<p>Review of workforce model to increase capacity of PHC teams to meet demand</p> <p>Seek agency nursing staff to reduce time spent by team administering medication</p> <p>Escalate to chief officer concern over recruitment delays by HR</p> <p>SBAR to extend agency cover authorised by chief officer</p> <p>Introduced telephone consultations</p> <p>Explore skill mix within the team</p> <p>Readvertise band 6 RN 3 x CN posts to support the workforce compliment /requirement</p> <p>SCN holding clinical caseload in Perth</p> <p>Consider Learning disability RN for team to enhance service and enhance overall compliment given recruitment challenges</p> <p>SCN increasing clinical caseload</p> <p>RAG status applied to all triaged referrals and current caseload</p> <p>Further recruitment - only two band 6 nurses in post, 1 sick and working notice, the other working notice - recruitment ongoing</p>

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132 1	Perth City	Inadequate environment for the Perth City CCATS service	20 RED	20 RED	17-01-24 Andrew Parker	<p>IPC audit undertaken in March 2023 to understand the numerous environmental concerns at Beechgrove.</p> <p>Clinical Staff undertake additional cleaning within the clinic areas</p> <p>Visit by Chief Officer to site and concerns highlighted.</p> <p>Engagement with PKC estates to explore repairs.</p> <p>Site visit from the current cleaning contractor, soft facilities and PKC estates to explore gaps and potential solutions within current provision</p> <p>Perth City CCATS incorporated in to SLWG for accommodation</p> <p>Mark Mudie NHST has set up accommodation group to address issues this will be main agenda item for this group</p> <p>Notice has been served by PKC and end date is August 2024</p> <p>Property Application submitted through smart sheet as requested by property colleagues</p> <p>Walkaround completed awaiting timeline from estates colleagues issues escalated</p>

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886	AHP	Staffing challenges within the OT service at PRI	20 RED	20 RED	09-01-24 Terrienne Thomson	<p>Following on from WoC Audit data, 2x band 5 posts and 1 x band 6 posts have been recruited to</p> <p>Issue of staffing challenges escalated to Lead AHP and Senior Service Manager</p> <p>recruited to x2 band 5 posts and band 6 posts</p> <p>1 member of Bank staff supporting service</p> <p>Service has prioritised banding 1 & 2 patients</p> <p>Existing staff have undertaken extra hours where possible.</p> <p>Continue to look to the AHP bank where possible.</p> <p>Ensuring adequate staff supervision, and allowing staff to meet with team leads and raise any concerns. Wellbeing resources and champions available, and the NHST Wellbeing team approached for support.</p> <p>Staff advised to record missed opportunities for therapy with patients.</p> <p>Staff asked to discuss with CPTM re any additional hours worked due to clinical demand.</p> <p>Professional support from CPTM and AHP Professional lead to staff where required.</p> <p>Week of care audit undertaken in Dec 2020, which has provided real world evidence of the challenges regarding demand and capacity ratio.</p> <p>1X b6 in post (with non-recurring funding), and 2x B5 in post (with non-recurring funding)</p> <p>Identifying and communicating at the PRI site huddle on a daily basis specific wards that may not have adequate OT cover for P1 & P2 referrals.</p>

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1458	P&K wide	Staffing levels within the P&K HSCP Community Nursing Evening Service	20 RED	16 AMBER	29-02-24 Julie Dunn	<ul style="list-style-type: none"> Use of bank staff requested Use of extra hours/overtime Locality cover requested Support from other teams Proactive recruitment to vacant posts (3 posts) Weekly huddles with Community Nursing managers across P&K Vacancy reporting and ongoing update to Lead Nurse, P&K HSCP

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1455	POA	Registrant workforce vacancies within 3 POA IP wards at Murray Royal Hospital Perth.	20 RED	16 AMBER	19-02-24 Zara Borthwick	<ul style="list-style-type: none"> Regular use of NHST Nurse bank staff, including retired RMN's who are experienced in POA. Ongoing recurring recruitment for vacant posts Engaging in NHST newly graduated practitioner program, with a view to being able to support 9 NGP this year across the service. Daily staffing huddles to look at acuity, risk and workforce across the service. Introduction of band 4 roles Conversion of 1.21 WTE B5 monies to support an extra WTE B6 across all three wards Five non operational beds in Garry ward due to 42% WTE registrant gaps. Non-operational beds agreed by P&K HSCP EMT from February 2024 - October 2024 until NGP's can be recruited. Use of agency staffing to support safer staffing requirements as per P&K HSCP escalation pathway

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272	MFTE, POA / Intermedi ate Care	Tay ward - workforce	20 RED	16 AMBER	15-03-24 Sharron Johnston e	<p>4 x daily safety huddles in PRI - staffing ratios and clinical acuity discussed.</p> <p>Skill mix managed on per shift basis by SCN</p> <p>SCN's now working predominantly in a clinical role</p> <p>Staff undertaking additional hours and/or overtime</p> <p>A rolling advert is in place to advertise substantive vacancies</p> <p>Timeous escalation for Agency and Bank</p> <p>Promoting attendance at work being managed as per policy by SCN and Senior Nurse.</p> <p>Tay staffing Gap analysis reviewed weekly with input from SCN, Senior Nurse, Service manager, Senior service Manager and Professional Lead Nurse</p> <p>There has been agreement for recruitment to 2WTE B5 staff nurses and 2 WTE B3 HCSW</p> <p>Full partnership daily huddles</p> <p>Substantive staff within HSCP services providing substantive nursing support.</p>

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143 2	Inpatient MFTE and Intermedi ate Care	PRI Stroke Unit - Workforce	20 RED	16 AMBER	22-12-23 Sharron Johnston e	<p>Stroke Unit now have newly aligned budget and the wellbeing enablement practitioners have been appointed.</p> <p>A rolling advert is in place to advertise vacancies that exist in the ward.</p> <p>Full partnership daily huddles</p> <p>4 x daily safety huddles in PRI - staffing ratios and clinical acuity discussed.</p> <p>Skill mix managed on per shift basis by SCN</p> <p>SCN's now working predominantly in a clinical role</p> <p>Staff undertaking additional hours and/or overtime</p> <p>Timeous escalation for Agency and Bank</p> <p>Promoting attendance at work being managed as per policy by SCN and Senior Nurse.</p>

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135 1	P&K Wide	P&K HSCP of framework agency use and impact on services	20 RED	16 AMBER	10-07-23 Valerie Davis	<p>Tayside escalation process now in place</p> <p>Each area has established a workforce group to oversee daily staffing challenge/escalation</p> <p>Service managers are reporting through our established huddles any emerging issues.</p> <p>Use of off framework captured on DATIX.</p> <p>Certain areas using block booking.</p>

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133 5	Public Dental	Risk due to ageing decontamination equipment at Broxden Dental Centre	16 AMBER	16 AMBER	29-01-24 Gillian Elliot	<p>Preventative planned maintenance by estates engineers monthly</p> <p>Stored data backed up to external server</p> <p>Daily checks by staff on machinery and escalation if required</p> <p>Reciprocal contingency arrangement with CSSD at Ninewells</p>

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126 7	P&K wide	Capacity and Flow Older Peoples Services	20 RED	16 AMBER	17-01-24 Amanda Taylor	<p>Daily multiagency meetings within PRI regarding capacity and flow and prioritising of discharges</p> <p>Weekly Silver Command in place to monitor progress and actions</p> <p>Roll out of PDD implementation and training across sites now in place</p> <p>Frailty at Front Door Model in place</p> <p>Interim Bed usage across P&K to facilitate flow</p> <p>TQUIP Improvement Work for Community Hospitals</p> <p>Improvement on Guardianship Processes across P&K</p> <p>Focus on length of stay in Community Hospitals and improvement plans under development</p> <p>Care at Home Reviews to free up capacity</p> <p>Development of DD dashboard for P&K</p> <p>Extension of Interim Process for further 12 months</p> <p>Review of integrated discharge team</p> <p>Development of discharge pathways using home first approach</p> <p>Further developments on integrated care model</p> <p>Reviw of interim process across P&K/New process implemented by Leads</p> <p>bronze commend commenced</p> <p>Connections made with colleagues from Dundee regrding CAH improvements</p> <p>TOC being commenced around Front Door model AWI/Guardianship</p>

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1226	Prison Healthcare	GP Cover for HMP Perth	15 AMBER	16 AMBER	15-01-24 Angela Cunningham	<p>AMD in communication with a practice who may be interested in a hybrid approach</p> <p>Authority given by Medical Director to utilise non-framework locum agency</p> <p>Escalate risk to red given short timescales and implications</p> <p>Clear process to attempt to secure additional cover using locum agency, local locum groups and regular locum session</p> <p>Documented escalation process should shifts remain unfilled</p> <p>Back up explored via GP practice who cover HMP Castle Huntly and GP OOH service</p> <p>Locum GP in place to cover full time in November 2022</p>

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1170	MFTE, POA / Intermediate Care	P&K HSCP Hand Therapy Service - Waiting Times	20 RED	16 AMBER	08-09-23 Terrienne Thomson	<p>Capacity within the team has been increased by adding appointment types</p> <p>Waiting lists have been cleansed to ensure it is a true reflection of demand</p> <p>HCSW has recently started in the role.</p> <p>1 WTE currently vacant; postholder has accepted but not yet started.</p> <p>Being actively managed within the team to increase their clinical time</p>

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1157	Public Dental service	Failure to meet statutory levels of ventilation within Dental Surgeries in Angus & Dundee	20 RED	16 AMBER	20-02-23 Gillian Elliott	<p>Level 3 PPE & FFP3 masks in place</p> <p>Enhanced cleaning and Infection Prevention & Control procedures in place</p> <p>Limiting access to the appropriate people with complex care needs.</p> <p>The Public Dental Service has secured funding for NHST Estates to seek tenders</p> <p>Apply fallow time and open windows when possible</p> <p>Respiratory risk assessment undertaken before any Aerosol generating procedures.</p>

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1151	P&K wide	Mental Health - Capacity & Flow	20 RED	16 AMBER	6-12-23 Chris Lamont	<p>Daily multiagency meetings within POA regarding capacity, and daily Tayside GAP huddle attended by HSCP MH services.</p> <p>CMHT GAP & POA are supporting people within the community to prevent admission and to support discharges from hospital</p> <p>Funding from action 15 has enabled an increase in level 1 supports for people with less complex needs- this results in earlier intervention</p> <p>OP CMHT workers attend discharge planning meetings for people in MH inpatients</p> <p>Dementia liaison team provides specialised input for people with increased care needs in care homes across P&K</p> <p>GAP CMHT are in the process of aligning SW assistant to support with discharge planning.</p> <p>Review being undertaken of EMI patients within care home beds across P&K. This is to increase capacity.</p> <p>Capacity and Flow discussed at Silver Command meeting. P&K Mental Health rep present.</p>

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1055	Primary Care	Risk regarding long term GP Practice sustainability	16 AMBER	16 AMBER	13-02-24 Ruth Buchan	<p>Active engagement with Westward Programme and Educational Release Programme to promote P&K</p> <p>Sustainability requirements are being reviewed by the Senior Leadership Team</p> <p>Escalation processes through Primary Care Forum and the Primary Care Board.</p> <p>2nd Sustainability survey completed, with 23/23 practices responding. Data being collated and themed for an update report, Recruitment and Retention increasingly problematic and increasing age of workforce / imminent retireals</p> <p>HSCP have committed significant recurrent resource to develop a Primary Care Resilience Team.</p>

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982	Mental Health P&K wide	Workforce	20 RED	16 AMBER	06-12-23 Chris Lamont	<p>Learning from staff exit interviews</p> <p>Operational Associate Medical Director for Mental Health is currently reviewing and arranging updated recruitment tools</p> <p>Begun the exploration of a model relating to General practitioner specialists in a collaboration with the AMD for Mental health</p> <p>P&K service entered contingency , and P&K Mental Health contingency meeting established. As of 26th Nov 21, the service will exit contingency.</p> <p>Liaison with Mental Health AMD, Nurse Director and Medical Director</p> <p>Medical contingency team to be based at Murray Royal Hospital commencing 21 June. The team was stood Down from 29th Nov 21</p> <p>Pharmacy resource secured to support community teams from Oct 2022</p> <p>Advanced Nurse Practitioner resource being secured to support contingency team</p> <p>Drafting patient pathways between CMHT and medical contingency team</p> <p>NHST are deploying medical resource from Dundee</p> <p>Secured adequate locum psychiatrist cover for the next six months.</p>

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657	South	P&K HSCP Community Hospital Registered Nurse Staffing Levels	20 RED	16 AMBER	04-12-23 Tia Dixon	<p>Current shifts escalated through normal bank procedures and regular discussion with nurse bank</p> <p>Risk Assessment completed by SCN/CN for each shift to assess risk against staffing levels and actioned as appropriate</p> <p>Care Assurance Tools have been implemented by CPTM and actioned as appropriate</p> <p>12 hour shifts in place</p> <p>Contingency / Escalation Plan being developed to consider future options of bed model across Community Hospitals</p> <p>Block contract for bank/agency for 3 months requested for Crieff</p> <p>Review CV-19 testing pathway to ensure rapid testing and staff able to return to work where appropriate.</p> <p>Sharing staff across the four sites to manage the risk regarding staffing.</p> <p>Implementing a SCN huddle twice a week to review workforce.</p> <p>Exploring local pools to work across P&K HSCP.</p> <p>Rolling B5 advertising in place for South Locality.</p>
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132 9	P&K wide	Workforce Capacity risk to support Inpatient Areas	15 AMBER	15 AMBER	04-12-23 Amanda Taylor	<p>Daily huddle to review skill mix between SCN/Team</p> <p>Escalation processes in place to CPTM/Locality Managers</p> <p>SBAR to EMT describing risk and mitigation</p> <p>Contingency group set up for the South locality to manage inpatient staffing and potential risks.</p> <p>For all the areas the escalation process has been reviewed for P&K and shared with all clinical leads.</p> <p>Ongoing conversations with Nurse bank to agree block booking of tier 1 agency staff.</p>

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983	Mental Health P&K wide	Ligature Anchor Points	20 RED	15 AMBER	21-02-24 Zara Borthwick	<p>Clinical safeguards in place including risk assessment for self harm</p> <p>Developed standardised self harm care plan</p> <p>Increased staff training and awareness</p> <p>Manchester ligature assessment completed for all wards; reviews carried out annually</p> <p>Programme of work planned for red and amber areas in Leven ward, MRH. We have been advised by NHST that Leven ward has been included within Phase 2 of the programme of works</p> <p>Risk Assessment for Electric profiling bed in situ for all patients within Leven as per Protocol for GAP</p> <p>Awaiting further updates from NHST Estates regarding ligature reduction programme in Leven ward</p> <p>Functional Ward Leven (ie locking of laundry door when not in use). An action plan has been developed by SCN/CPTM within P&K, Angus and Dundee. All reflective within Manchester tool (last completed on 03/03/21)</p> <p>Implementation of NHST Improving Observation Policy</p> <p>Considering any DATIX alerts received for any new ligature anchor point use across Tayside</p> <p>Ligature Risk now being monitored through Samrt Sheet system</p> <p>Assets management Team reviewing works progress. Awaiting feedback on when Ligature point works will be commenced</p>

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1457	Primary Care	Risk regarding sustainability of GMS services in Carse of Gowrie	15 AMBER	12 AMBER	28-02-24 Caitlin Charlton	<p>Proposed alignment of lease/licence/hire agreement to Nov 2027 approved by PC PiG on the 27th Feb</p> <p>NHST Property working with CLO to align the lease/licence/hire agreement</p> <p>GP Practice considering becoming a GP training practice to support succession planning</p> <p>GP recruitment - primary care services providing support</p> <p>GP practice liaising with Career Start recruitment and international medical graduate recruitment</p> <p>P&K HSCP Primary Care undertaking premises RAG assessment in partnership with NHST property services</p> <p>Approval granted from EMT to undertake a health needs assessment survey of registered Carse of Gowrie patients</p> <p>Regular communication between GP practice and Primary Care Services</p>

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1293	Mental Health P&K wide	Mental Health Nursing and AHP workforce risk	20 RED	12 AMBER	01-03-24 Lindsey Griffin	<p>Focused recruitment continues across mental health nursing and mental health OT Teams. Workforce reviews have been undertaken and posts which have been out to recruitment on multiple occasions have been varied in some areas to make these more attractive to recruitment and retention.</p> <p>For POA Inpatients, we are continuing to secure supplementary staffing via bank and agency and we have implemented five non operational beds within Garry Ward in line with critical staffing issues and the inability to secure bank and agency staff.</p> <p>Learning from staff exit interviews.</p> <p>Advanced Nurse Practitioner resource has been secured with three Trainee ANPS now in post.</p> <p>Workload tools have been undertaken within the POA Inpatient wards and the Mental Health AHP Teams. These will be implemented across all areas over the coming year. Mental Health Physiotherapy Team are also developing an SBAR to identify the disparity between demand and capacity. The SBAR and the workforce tools will be presented to the Executive Management Team.</p> <p>Significant funding has been secured to support core staffing within the POA Inpatient Ward.</p> <p>A range of posts such as Assistant Practitioners, Transition Nurse, Activity Workers, ANPs are also being implemented to enhance recruitment and diversify the nursing and AHP workforce.</p> <p>Currently utilising agency OT given the Mental Health OT Team is at critical staffing levels.</p>

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1254	Prison Healthcare	Non Emergency Transfer of Patients to Hospital	12 AMBER	12 AMBER	10-10-23 Angela Cunningham	<p>Daily review of cancellations and liaison with SPS</p> <p>Escalation to contract manager (SPS) via Governor in Charge</p> <p>Monitor and escalation via the national Prison Care Network</p>

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1038	Podiatry	Excessive patient waiting times within Tayside Podiatry service	16 AMBER	12 AMBER	12-10-23 Mark Finnon	<p>Proactively engaging with Higher Education Institutions to attract Newly Qualified Practitioners</p> <p>Remobilisation of service and more robustly applying the NHST eligibility criteria for new and existing patients</p> <p>Creation of assessment hubs to allow for assessment against eligibility criteria</p> <p>Practice development training regarding wound management for staff to ensure staff knowledge and confidence around this</p> <p>Operational leads vetting weekly meeting to ensure consistency and equity across Tayside</p>

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980	Mental Health P&K wide	Environment and Infrastructure	16 AMBER	12 AMBER	06-12-23 Chris Lamont	<p>Near Me Technology web based video consulting service implemented</p> <p>NHS Tayside guidance and process in place to support home working arrangements.</p> <p>Safer Working Physical distancing risk assessments carried out across Health & Social Care services in P&K</p> <p>Business Continuity Plans in place across the HSCP, and reviewed as required</p> <p>Health & Safety workbook holders, Fire Duty Holders in place across the estate, and infection prevention & control processes and audit ongoing</p> <p>COVID restrictions no longer in place</p> <p>Currently exploring the use of one-off capital funding to improve our clinical environments.</p> <p>Capital funding has been identified for improving environment and improving fabric of Community MH bases.</p> <p>Current needs analysis being undertaken by CPTM. Multi-Professional Working Group has been established on the MRH site to identify potential accommodation to rehouse Mental Health staff. this will meet on a monthly basis.</p>

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613	Perth City	Excessive wait times for Adult Mental Health OT intervention	20 RED	12 AMBER	01-03-24 Lindsey Griffin	<p>All patients on the OT waiting list have received an initial mental health assessment and been determined as appropriate for mental health OT intervention. Waiting list management systems are fully embedded.</p> <p>Communication to patients every 3 months regarding duty worker arrangements and to provide updates regarding their referral.</p> <p>Patients given contact details for OOH services.</p> <p>Group interventions implemented.</p> <p>Providing ongoing support to existing staff working within the environment of excessive waiting times.</p> <p>Communication to referrers with regards to the waiting times situation.</p> <p>Removal of OT staff from generic CMHT roles (which they are funded for) to allow clinical time to focus solely on OT intervention.</p> <p>Targeting excessive waits of more than three years with agency staff.</p>

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565	Prison Healthcare	Prison Healthcare Staffing levels (nursing)	15 AMBER	12 AMBER	04-03-24 Angela Cunningham	<p>Reduced health centre opening times at Castle Huntly</p> <p>Supplementary staffing utilises to maintain safe staffing levels (nursing & medical)</p> <p>SBAR requesting 12 week agency contract</p> <p>Recruitment to vacancies</p> <p>Robust promoting attendance at work processes</p> <p>Omissions of care monitoring</p> <p>Monitoring of waiting times</p> <p>SBAR approved by Chief Officer for further agency bookings until December 2019. This has subsequently been extended, and a further SBAR request to be submitted by 16/10/20.</p> <p>6 Registered Nurse have commenced in post in past month</p> <p>4 Pharmacy Assistants have commenced in post in past month</p> <p>Drafting ANP role profiles to be agreed by Nursing Directorate</p> <p>Reduced staffing within the Bella Centre</p> <p>Continued recruitment. Invite potential candidates to visit prison</p> <p>Planning an open day for interested Bank staff</p> <p>Short term contracts offered to agency staff</p>

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569	Prison Healthcare	Medication administration within HMP Perth	15 AMBER	10 AMBER	04-03-24 David Hope	<ul style="list-style-type: none"> Use of supplementary staffing Recruitment to vacant posts SBAR authorising extension of agency staff agreed by Chief Officer SLWG commenced jointly with SPS to review medicines administration across the prison SLWG commenced to review and share learning from CD incidents Core Agency staff in use who have received induction Mandatory CD training sessions being delivered to Multidisciplinary staff in service Nursing monthly commenced CD audits Medicines incidents reviewed at Medicines management meeting New medicines model implemented Pharmacy issuing all in possession medications Revised critical staffing levels and moved to core day Continue to work with SPS to identify novel ways of administering meds

981	Mental Health P&K wide	Pathways of Care	8 YELLOW	15-08-23 Chris Lamont	<p>Whole system change programme is in place identifying key clinical pathways for development across the six project areas (Good Mental Health for All; Primary & Community Mental Health; Specialist Adult Mental Health; Children & Young Peoples Mental Health; Learning Disabilities & Mental Health; and Older Peoples Mental Health). P&K HSCP are contributing to this process, and reps have been identified.</p> <p>To discuss and monitor and feedback our local current MH provision to NHST via the MH & Wellbeing strategy group.</p> <p>Engaged with stakeholders and those with lived experience to seek their views and opinions on service provision and how this can be improved through care pathways.</p> <p>As part of NHS wide workstreams, 9 key areas are about to be reinstated with appropriate leads identified.</p>
1369	South Locality	P&K HSCP South locality inpatient safe means of escape for bariatric patients	6 YELLOW	28-07-23 Tia Dixon	<ul style="list-style-type: none"> Communication to HDT and admitting GPs that bariatric patient cannot currently be admitted on transferred to the two hospitals HDT will explain the reasons for the inability to transfer individual patients to them and apologise that they cannot be cared for in their home locality. Fire risk assessments carried out at both sites to fully understand and document the issues.
985	Mental Health P&K wide	Stakeholder and Partnership Engagement	4 YELLOW	15-08-23 Chris Lamont	<ul style="list-style-type: none"> Recent "Listen" report published through independent services and as a consequence of this, there have been engagement sessions with staff to discuss its findings and improve engagement. Undertook an extensive consultation and engagement exercise across communities across P&K to help receive feedback and information to help develop our local strategy All workstreams associated with delivering the strategy have lived experience and staff side representation The P&K Mental Health and Wellbeing Strategy Group is in place with broad representation from a range of stakeholders Locality newsletters have been developed and are disseminated out to all stakeholders and community members Strategic Planning Partnerships in place across each of the HSCPs with strong links with third sector, service user and carer organisations. P&K have in place a Local Partnership forum Within P&K, we have arrangements in place for service user engagement