

**NHS GRAMPIAN**  
**Minute of the Area Clinical Forum Meeting**  
**Wednesday 11<sup>th</sup> January 2023 - 3.00 pm**  
**Microsoft Teams**

**Present:**

Mrs Kim Cruttenden, ACF Chair and Chair, Area Pharmaceutical Committee  
 Mr Mark Burrell, ACF Vice Chair and Vice Chair, Area Dental Committee  
 Dr Fiona Campbell, Vice Chair, GAAPAC  
 Ms Helen Chisholm, Chair, GANMAC  
 Ms Sharon Jones, Chair, Allied Health Professionals Advisory Committee  
 Mrs Sue Kinsey, Public Representative  
 Mr Craig McCoy, Vice Chair, Area Optometric Committee  
 Ms Elaine Neil, Vice Chair, Area Pharmaceutical Committee  
 Ms Vicky Ritchie, Chair, Healthcare Scientists Forum  
 Ms Catriona Sutherland, Vice Chair, GANMAC  
 Dr Angus Thompson, Chair, Area Medical Committee

**In Attendance:**

Dr Adam Coldwells, Director of Strategy, NHSG  
 Professor Caroline Hiscox, Chief Executive, NHSG (Item 7)  
 Ms Sarah Irvine, Senior Finance Manager, NHSG (Item 7)  
 Ms Sandra MacLeod, Chief Officer, Aberdeen City IJB and Portfolio Lead Medicine  
 and Unscheduled Care, and Mental Health Services (Item 5)  
 Alan Sharp, Depute Director of Finance, NHSG (Item 7)  
 Alex Stephen, Director of Finance, NHSG (Item 7)

Ms Else Smaaskjaer, Minute

<b>Item</b>	<b>Subject</b>	<b>Action</b>
1.	<p><b>Welcome</b></p> <p>Mrs Cruttenden thanked everyone for attending and looked forward to interesting discussions across a varied agenda.</p> <p>Apologies noted from Rachael Smith and Mike Steven.</p>	
2.	<p><b>Minute of meeting held on 2<sup>nd</sup> November 2022</b></p> <p>The minute was approved as an accurate record.</p>	
3.	<p><b>Matters Arising</b></p> <p>Mrs Cruttenden confirmed that arrangements were in place for ACF members to meet with the Chief Executive, the Medical Director and the Executive Nurse Director at 08.30 on Monday mornings</p>	

	<p>commencing 16<sup>th</sup> January 2023. Dr Coldwells advised that Professor Hiscox is keen to have these touchpoint meetings and engage with the advisory structure during a period of significant pressures across the system. The ACF welcomed the positive opening up of communication and it was agreed that the Teams invite will be extended to all ACF members who should attend when they can.</p>	
4.	<p><b>Dr Gray's Strategy (Dr Adam Coldwells, Director of Strategy)</b></p> <p>Dr Coldwells shared a presentation to provide an overview of ongoing work in the development of a strategy to support sustainable services at Dr Gray's Hospital in Elgin.</p> <ul style="list-style-type: none"> <li>• There had been extensive engagement with staff, patients and community groups in development of the strategy to date.</li> <li>• The strategy follows the principles of the Plan For the Future which had recently been agreed as the overall strategy for NHS Grampian.</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>~ Staff had indicated that they would welcome opportunities to fulfil their potential and participate in wider staff groups.</li> <li>~ It had been suggested that DGH could have a unique role in becoming a centre of excellence for remote and rural health professions.</li> <li>~ There will be opportunities within DGH to extend staff development and training and taking forward multi-disciplinary working.</li> </ul> <p><b>Place:</b></p> <ul style="list-style-type: none"> <li>~ Access to provision, and the need for local facilities, had been a recurring theme.</li> <li>~ There are strong relationships between DGH, Moray IJB and other services across the integrated healthcare system in the area.</li> <li>~ Need to consider how the use of technology and innovation can support activity.</li> </ul> <p><b>Pathways:</b></p> <ul style="list-style-type: none"> <li>~ Important to get the network across the North of Scotland working well for patients and staff.</li> <li>~ Infrastructure and technology solutions should be explored to enhance sustainability and resilience around DGH.</li> <li>~ Taking forward the strategy will provide the opportunity to develop and build on new models of care.</li> </ul> <p>Key points raised:</p> <ul style="list-style-type: none"> <li>• Is there certainty that emphasis on 'remote and rural' will be</li> </ul>	

	<p>effective in terms of staff recruitment and retention, especially when trying to attract younger staff/graduates to the area. It may be helpful to provide the broader picture of opportunities presented by the strategy when advertising posts. Dr Coldwells confirmed that, following approval by the Board, the strategy would be used to support recruitment.</p> <ul style="list-style-type: none"> <li>• Comparisons with other small hospitals in the Highlands and Islands, Dumfries and Galloway and the Borders had not been completely useful. The role that DGH has as a district general hospital in Elgin differs from those in other rural areas.</li> <li>• It would be useful to encourage/incentivise staff to spend time in supporting activity at DGH. Those who do find it of benefit in terms of personal development and value the experience of working in smaller teams.</li> <li>• The delivery plan which will support the strategy will be clear on what services are provided at DGH and promote the things it does well.</li> <li>• The response from the local population and community groups had been very helpful and this will inform elements of the delivery plan.</li> </ul> <p>The Strategy for Dr Gray's Hospital will be presented to NHS Grampian Board on 2<sup>nd</sup> February 2023 asking for support to build on the strategic themes. A delivery plan will then be prepared detailing actions to take forward and timeframes.</p> <p><b>The ACF thanked Dr Coldwells for the update and asked to be kept informed as the work progresses.</b></p>	
5.	<p><b>Winter Response (Ms Sandra MacLeod, Chief Officer, Aberdeen City IJB and Portfolio Lead Medicine and Unscheduled Care, and Mental Health Services)</b></p> <p>Ms MacLeod attended to provide an update on winter response planning. She outlined the key areas of work and the improvement measures to date to support flow across the hospital and address problems in across the system. Some of the areas discussed were:</p> <ul style="list-style-type: none"> <li>• <u>Hospital@Home</u> – implemented to provide more services at home. Medical cover is provided, mainly through job plans, by specialty services and different models are in place to suit individual/local needs. To extend this beyond Aberdeen City will require some planning to ensure models fit well and maximise the benefits for different local areas.</li> <li>• <u>Delayed Discharge</u> – a great deal of work ongoing in Health and Social Care Partnerships to improve the position around delayed discharge. Work continues to strengthen links between primary and secondary care to provide flexible and cohesive care at community level and reduce the complexities which result from</li> </ul>	

	<p>providing additional surge beds in ARI.</p> <ul style="list-style-type: none"> <li>• <u>Cross-Service Impact</u> – increased activity reported across many areas, and if this becomes long-term then impact on related services will be considered.</li> <li>• <u>Flow Navigation Centre and Call Before You Convey</u> – had been introduced to support rapid assessments and appropriate admissions to hospital following conversations with those who are in a position to make clinical assessments.</li> <li>• <u>Minor Injuries Units</u> – work is ongoing in Aberdeenshire Health and Social Care Partnership around MIUs which are part of community provision and this work will review how to extend this service to maximise the use of community facilities.</li> </ul> <p>Ms MacLeod informed the ACF that some of the measures implemented had been funded by the Scottish Government based on an assessment from NHSG regarding what would be of most benefit during this period. One of the key priorities had been to keep staff working in their own areas to maximise the skills and expertise in place across the organisation. She advised that the Chief Executive Team are aware of the pressures across the system but had also recognised that the current position would be more challenging if no action had been taken.</p> <p><b>The ACF thanked Ms MacLeod for the update and agreed that it had been useful to have the insight provided prior to their call with the Chief Executive and Professional Leads on Monday 16<sup>th</sup> January.</b></p>	
6.	<p><b>Updates from Advisory Committees and ACF Chair</b></p> <p><u>Chairs Feedback</u></p> <ul style="list-style-type: none"> <li>• Nothing significant to report at this meeting.</li> </ul> <p><u>Public Health</u></p> <ul style="list-style-type: none"> <li>• No update at this meeting.</li> </ul> <p><u>Allied Health Professions Advisory Committee</u></p> <ul style="list-style-type: none"> <li>• The Scottish Government had allocated some funding from slippage in other areas to radiology. This will increase service capacity but a funding gap remains and there is no certainty regarding what will be allocated beyond April 2023.</li> <li>• In general AHPs had raised concerns regarding recruitment across all services.</li> </ul> <p><u>Grampian Area Nursing and Midwifery Advisory Committee</u></p> <ul style="list-style-type: none"> <li>• The last meeting of GANMAC had discussed realistic medicine.</li> <li>• Concerns had been raised regarding the likelihood, and resultant impact, of industrial action.</li> </ul>	

<p><u>Area Dental Committee</u></p> <ul style="list-style-type: none"> <li>• Main challenges are still in relation to recruitment and retention.</li> <li>• De-registration by dentist and moving patients towards private care remains a concern. A new funding scheme is under consideration which may help but the impact on patients, particularly those who depend on NHS care, needs to be kept under review,</li> <li>• Although there are only 12 available places, the ADC was pleased to note that 14 of 20 final year students wished to remain in the area.</li> </ul> <p><u>Healthcare Scientists Forum</u></p> <ul style="list-style-type: none"> <li>• Recent meeting had noted the reduction in funding for the scientific training programme. This will result in one new trainee locally this year rather than six. The main concerns are in relation to the longer term impact and future availability of workforce.</li> <li>• The forum had also discussed the variations across the NHS in the storage on non-radiology images as some services have space allocated on servers, whilst others do not.</li> <li>• The funds made available for sustainability work in relation to vulnerable services is now being utilised.</li> </ul> <p><u>Grampian Area Applied Psychologists Advisory Committee</u></p> <ul style="list-style-type: none"> <li>• Had not met since previous ACF in November.</li> <li>• There had still been no success in appointing to the Director of Psychology post.</li> </ul> <p><u>Area Optometric Committee</u></p> <ul style="list-style-type: none"> <li>• There will be an election to the position of Chair.</li> <li>• Concerns were raised that waiting lists for cataract treatment will increase due to a reduction in agency provision.</li> <li>• The AOC had discussed the need for triage training to ensure that referrals to the eye clinic are only made when needed.</li> </ul> <p><u>Area Pharmaceutical Committee</u></p> <ul style="list-style-type: none"> <li>• Recent meeting had noted the impact resulting from the shortage of pharmacists and pharmacy technicians across all areas of pharmacy services.</li> </ul> <p><u>Area Medical Committee</u></p> <ul style="list-style-type: none"> <li>• AMC had discussed concerns around the significant number of vacancies in GP practice and the number of consultant posts which are filled by locums.</li> </ul> <p><u>GP Sub-Committee</u></p> <ul style="list-style-type: none"> <li>• No update at this meeting.</li> </ul> <p><u>Consultants Sub-Committee</u></p>	
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	<ul style="list-style-type: none"> <li>• No update at this meeting.</li> </ul> <p>It was confirmed that the Healthcare Science Forum is the link to ACF for audiology services, and agreed that it would be useful to review links between advisory committees and independent contractors.</p> <p><b>Members are reminded that if there are important issues which advisory committees wish to raise at Area Clinical Forum they should ask to have them included as main agenda items.</b></p>	
<p>7.</p>	<p><b>NHSG Financial Position (Mr Alex Stephen, Director of Finance)</b></p> <p>Mr Stephen attended with senior finance colleagues to provide an update on the current financial position for NHS Grampian. They provided a presentation which focused on how the redesign of sustainable services and pathways of care could contribute to the effective use of the resources available. The main points highlighted included:</p> <ul style="list-style-type: none"> <li>• There is ongoing work to develop a Medium Term Financial Framework (MTFF). However, this is against a background where demands on the system are greater than ever and resources are limited.</li> <li>• The recent BPA Culture Survey highlighted that the main areas which need attention relate to workforce and resources.</li> <li>• During the previous decade the WTE of overall staffing and nursing workforce has increased but staff continue to report increasing pressures in the system.</li> <li>• Given that the Scottish Government had asked for recurring savings of 3%, if not addressed the financial gap will continue to grow.</li> <li>• Performance information confirms the challenging position across Scotland.</li> <li>• Forecasting in relation to disability adjusted life years also highlights the increasing demand in providing health care to older age groups over the next twenty years.</li> <li>• Emerging themes in developing the MTFF indicate that the application of cross-system principles will have the most impact on how NHSG can develop sustainable models of care.</li> </ul> <p>Key points discussed:</p> <ul style="list-style-type: none"> <li>• Professor Hiscox advised that the level of financial challenge across all Boards in Scotland is significant. The approach proposed by Mr Stephen and his team will enable staff groups across NHS Grampian to understand the basis of decisions made and contribute to creating sustainable services. The</li> </ul>	

	<p>challenges will be around for some years and it is important to get the principles and the approach right.</p> <ul style="list-style-type: none"> <li>• Mr Burrell highlighted the benefits for clinical staff in engaging with the redesign of pathways as this provides an opportunity for everyone to collaborate in exploring different ways of working.</li> <li>• Mrs Kinsey highlighted concerns regarding access to GP and other services and asked if the current position indicates the system established 70+ years ago was no longer suitable for the expectations of a 21<sup>st</sup> Century health service. Professor Hiscox noted this concern and highlighted how matters had escalated during Covid but also reflected that the pandemic had presented opportunities to look at health service provision, including models of delivery, through a different lens from that in use many years ago.</li> <li>• It was acknowledged that the current model of care and the financial infrastructure to deliver it is no longer sustainable.</li> <li>• Professor Hiscox noted that there is room for optimism locally as NHS Grampian works well as an organisation and enjoys very strong relationships with partner agencies and communities across the north east.</li> </ul> <p>Mr Stephen thanked the ACF for its input and advised this was the beginning of a participatory process in the redesign of pathways. He asked that individual advisory committees consider two questions and said that he and members of the senior finance team would be happy to attend their meetings to share ideas on how to take this approach forward.</p> <ol style="list-style-type: none"> <li>1. How should we redesign services/pathways to be more sustainable in the medium to longer term?</li> <li>2. What sort of communication, input and updates would you like in relation to how services are redesigned?</li> </ol>	
	<p><b>AOCB</b></p> <p>Future Meeting Dates 2023 (All Wednesday 15.00 – 17.00 by Teams)</p> <ul style="list-style-type: none"> <li>• 1<sup>st</sup> March</li> <li>• 3<sup>rd</sup> May</li> <li>• 28<sup>th</sup> June</li> <li>• 6<sup>th</sup> September</li> <li>• 1<sup>st</sup> November</li> </ul>	
	<p><b>Date of Next Meeting</b></p> <p>Wednesday 1<sup>st</sup> March 2023 15.00 – 17.00</p>	