



Update for key stakeholders

24 June 2022

Vaccination

As of 22 June, we had 86.2% take-up of spring booster COVID vaccinations (4th dose) for over 75s across the NHS Highland area. This is made up of 90.9% in Argyll and Bute and 84.3% in Highland. We remain on a trajectory to complete the campaign within the required time.

Vaccination clinics continue to be updated regularly in the local press, on social media and on our [website](#). Anyone who receives an appointment invitation and needs to change the location or date can call our local Vaccination Enquiry Hub on 08000 320 339.

Response to media coverage of bullying cases

NHS Highland was disappointed to read the statements about Bullying and Harassment cases as presented in the press this week. It is regretful that the numbers as set out do not have any context behind them and so do not set out the current situation for NHS Highland accurately. We are concerned as to how this affects colleagues across the organisation and the confidence of our patients and communities, as we seek to recover from the impact of the pandemic.

It is really important to emphasise that we will continue to be clear in our zero tolerance of bullying and harassment in the workplace and that we have and will continue to encourage people to speak up and report any experiences they have where they believe this has occurred. We have many channels through which concerns can be raised confidentially now. It is important to note that we have been active in encouraging people to come forward for the past 3 years since the Sturrock Report findings were shared. So we would absolutely expect an increase from 2017 numbers. We do however operate a large organisation whose key asset is the 10500 plus colleagues who work for us. This is a people-based organisation and as such relational issues can and will likely continue to emerge. We believe the route to reporting to be of the utmost importance and then how this is then responded to, with early resolution and improved relations as key makers of success, with the option of full investigation always there where this is necessary.

The figures provided reflect the number of people who raised concerns that they experienced with relationships and behaviour at work, under the Once for Scotland Bullying and Harassment policy, over 12 months. From April 2021 to March 2022, 35 individuals raised concerns through this route, a statistic that NHS Highland has previously shared, as part of demonstrating the effect of our long-term work on creating a culture where colleagues can speak up and have issues addressed. Whilst 35 cases were reported in 2021/22, 30 of these were initially addressed using Early Resolution processes, another significant step forward which reduces the need for people to face adversarial processes to resolve their differences. 14 cases were resolved at this stage, needing no further action. 10 cases are still working through early resolution. Of the 11 cases which went to the

investigation, 5 have concluded and 2 of these are proceeding to a conduct hearing, the others led to no outcome or learning outcomes only. The remaining 6 are in the investigation process still.

We provided figures setting out a comparison over cases raised which shows that 35 cases were raised in 2021/2, which is a reduction of 5 from the 40 cases raised in 2020/21, and 26 cases in 2019/20, with only 16 raised in 2018/19 and 5 in 2017/8. Given that the Whistleblowing that led to the Sturrock Review took place in 2018, it is likely that low levels of reporting in that period were driven by cases not being reported and progressed, rather than by there not being any issues present. We take confidence that increasing numbers of people are reporting concerns and welcome colleagues' increased trust in our processes, which has been robustly addressed by NHS Highland since 2019, through investing significantly in our culture transformation work and introducing Scotland's first Independent Speak Up Guardian service and other ways of encouraging a colleague to raise concerns and have them addressed.

We recognise there is still much work to do, especially with the increased pressure all boards are experiencing with unprecedented demand for services, challenges with recruitment and retention, as well as the impact of the pandemic on our workforce who have been so resilient over the last 2 years. We have been publicly reporting on our Culture programme and our unique and bespoke Healing Process at every Board meeting since July 2019 and have a further meeting this month dedicated to this priority for the board. We will update you on progress with the recommendations of the Independent Review Panel of the Healing Process and their final reports and outline the further work that will be taking place over the coming years, as an integral part of our Together We Care 5-year strategic plan.

Budhmer Care Home update

Crossreach, NHS Highland and The Highland Council have been working closely together to look at all options for residents and staff of Budhmer House Care Home in Portree, with regard to the future delivery of services.

These considerations have been in the context of CrossReach having confirmed termination of notice for service delivery arising from a number of critical risk factors around sustainability, staffing and deficits identified in the current building.

A number of meetings have now been held with families and wider stakeholders as Crossreach, NHS Highland and The Highland Council actively assess the building for its viability or otherwise for the future. The most recent meeting with families and stakeholders was held on 23 June 2022, following previous meetings over recent weeks.

Independent surveys have been commissioned by CrossReach and also NHS Highland to clarify available forward options for the building.

All of the surveys have concluded that while the building is considered safe for the provision of care at the moment it is beyond economic repair and is at the end of its serviceable and maintainable lifespan. It would require significant work to refurbish it to current care standards and it is advised

that it would not be safe and appropriate for residents to remain there, in the event of refurbishment.

It is with regret that Budhmor Care Home will close on 31 July 2022.

We appreciate that this is extremely disappointing for residents, their families and the community as a whole. NHS, The Highland Council and CrossReach's focus are now, first and foremost, to support residents, their families and Budhmor House Care Home staff at this difficult time.

We will now focus fully on the future provision of services required, seeking some interim solutions for the immediate future, recognising the reduction in the provision that comes as a result of this

NTC-Highland Update

The build is progressing well with an expected handover date of 9 December followed by a Transfer and Mobilisation period. The first patients will be seen on 3 April 2023.

Target Operating Model

Work is continuing at pace including pathway development, review of administrative processes, and review and development of service data packs which will inform decision-making, and workforce alignment. Short Life Working groups are looking at transport & signage around the Inverness Campus, patient transport and supplies to and from the building.

We have to date recruited 32.5% of the additional workforce required and are in an active phase of recruitment for a further 30%. The remainder of recruitment will commence in August through November.

Operational Readiness

- The Ophthalmology service will transfer virtually to the NTC structure on the 4th of July.
- To support the transition and mobilisation to the new building, two workshops are planned for clinical staff on the 20th of July and one for support staff on the 17th of August. These workshops will introduce key stakeholders to critical programme timelines, and outline what we mean by Transition and Mobilisation and the key roles and responsibilities of each stakeholder group.

Transition Planning and Equipping

Work is progressing well on the programme of activities required to safely support the transition of services and clinical care from the existing site at Raigmore Hospital to the National Treatment Centre. This will be presented to the Project Team for sign-off at the end of June.

Clinical planning for care delivery is anticipated to be formalised following the July and August planning events

The equipping planning events are on target for July. These will ensure that the required furniture and equipment are in place at the correct time to provide clinical care

Feedback

If you have comments or queries please contact nhshighland.feedback@nhs.scot