

DIRECTION FROM THE SHETLAND ISLANDS INTEGRATION JOINT BOARD (“IJB”)

ISSUED UNDER SECTION 26(1) OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014

Direction: Renal Services	Direction to: NHSS	Overall Budget allocated by IJB for Direction: £335,274
Reference Number: 1.16	Relevant Function(s): Renal Services: <ul style="list-style-type: none"> • Haemodialysis • Holiday Dialysis • Peritoneal Dialysis • Pre Dialysis Education 	Review Date: March 2024
IJB Report(s) Reference Number: CC-30-23		
Date Direction issued/authorised by IJB: 29 June 2023	Date Direction takes effect: 1 April 2023	Does the Direction supersede, amend or revoke an existing Direction? <i>Supersedes CC-07-22-F (note previous direction “Hospital Based Services” has been split into 3 component parts – Unscheduled Care, Sexual Health Services, Renal Services)</i>
Purpose of Direction		
Delivery of Renal services as delegated to the IJB:		
Accountability and Governance		
NHS Shetland is accountable for the delivery of the services within this Direction, which have been commissioned by the Integration Joint Board (IJB).		

Overarching Directions to Function(s)	
Directions:	Performance / Objective(s):
<p>Renal Services</p> <p>Renal services include a planned outreach renal clinic from NHS Grampian and a local Dialysis unit, which is a satellite of the NHS Grampian service.</p> <p>The Dialysis Unit provides:</p> <ul style="list-style-type: none"> • Haemodialysis • Holiday Dialysis • Peritoneal Dialysis • Pre Dialysis Education <p>The only unscheduled aspect of the service is the delivery of holiday dialysis to patients visiting from other parts of the UK.</p> <p>Budget: £335,274</p>	<p>To provide safe and effective dialysis for patients in Shetland</p> <p>To provide safe and effective dialysis for visitors (holiday dialysis)</p> <p>To continue to review the workforce requirements for the service in line with safe staffing legislation and requirements</p> <p>To continue to review the elective renal service and opportunities to offer increased access and reduced clinical/patient travel</p> <p>To ensure that there is a training and succession plan in place for nurses running the dialysis unit (in line with the workforce plan)</p>

Expected Outcomes	Key Actions/ Milestones (inc dates)	Target (inc. dates)	Risks (detail in risk table below)	Savings/ funding (amount and source)	Ref. and linked priorities
Renal team is sustainable with an appropriate skill mix able to deliver a safe service.	Recruitment and succession planning based on evidence from workload planning tools.	Safe, sustainable delivery of Renal services	Workforce (2)	Nil – there are cost pressures on staffing and consumables	Best Value

#	Risk	Consequences	Risk Mitigations	Risk Rating	Review Date
1	Increasing number of patients requiring dialysis (resulting in scheduling and capacity issues)	There are a growing number of people requiring dialysis and there is finite capacity in the team and the Renal Unit to provide dialysis to meet patient need	<p>Wider preventative work to reduce risk factors and the likelihood of people requiring dialysis (e.g. minimise the trend of growing patient numbers).</p> <p>The Renal Unit was remodelled in 2018 to increase capacity and improve HAI compliance. This work took into account further modelling for patient numbers for 5-10 years. Future thinking about the requirements for the Renal Unit will be included in the Programme Initial Agreement (PIA).</p> <p>Work ongoing with SAS to look at ways of ensuring that patient transport is timely and that dialysis appointments start/finish on time to maximise the capacity available.</p> <p>Work ongoing to identify if community based dialysis is viable – not suitable for the current patient case mix</p>	Medium (Unlikely/ Major)	May 2024
2	Workforce – capacity, role development, succession planning	If we cannot sustain the skills required in the multi-professional team, then patients would need to move out with Shetland to access this specialist service	<p>Workload tools reviewed annually to help determine safe staffing requirements and skill mix</p> <p>Student placements offered with the Renal team to ensure there is early exposure to renal nursing as a Clinical Nurse Specialist role</p> <p>Reviewing succession planning requirements</p> <p>Continuing to build strong links with NHS Grampian to ensure that we can offer shared care with Renal Consultants and the wider team using digital enabled care</p>	High (Possible/ Major)	May 2024