

Unannounced Inspection

# Acute Hospital Safe Delivery of Care Inspection

Lorn and Islands Hospital

NHS Highland

**Key Messages for the public**

28 – 29 October 2024

*Plain language versions of inspection reports are written for patients and the public in order to easily understand how their hospital is performing.*

## Why did we go?

We carry out these inspections to ensure the care of patients in the hospital environment is safe, effective and in line with current standards and best practice. We engage with staff and hospital managers so that we can be assured they are following NHS board policies, procedures and national standards. We publish inspection reports based on our findings during inspections in key areas to ensure patients are receiving care that meets their needs.

## Where did we go?

We visited Lorn and Islands Hospital and produced a full report which can be found [here](#).

Lorn and Islands Hospital is part of NHS Highland. It is a remote and rural general hospital located on the southern outskirts of Oban. It has 46 acute beds and six day-case beds, plus a day case MacMillan unit. The hospital forms a hub for both acute and community services, housing the full range of facilities expected in a rural general hospital including an emergency department and inpatient surgical and medical wards. The hospital caters for palliative care and elderly patients as well as providing a midwifery service and a multi-purpose day hospital.

We inspected this hospital on Monday 28 – Tuesday 29 October 2024.

We visited a number of areas during this inspection including the emergency department. Our team of two inspectors spoke with both patients and staff. We observed how the nurses and staff interact with patients at important points in the day. For example, mealtimes and when medications are administered.

We reviewed wider hospital policies and procedures in place to gain assurance for future patients and visitors, family members and friends, that despite the everyday challenges, the hospital team are enabled and guided to provide the best care possible. We also looked at the teamwork and support that is given to the staff.

## What did we find?

We saw that 100% of the nursing staff in the emergency department have completed paediatric immediate life support training. This is seen as one of the good practices by the hospital. We spoke with patients and their families during the inspection. They were complimentary about the care they received and the staff who were looking after them. In the areas we visited, we saw that medications were securely stored and that the hospital environment was tidy and free of any clutter. The communal areas that were visited were clean and kept in good condition

Our inspectors saw that although patients had access to a call bell to ask for help, they were, at times, out of reach. We have given the hospital a requirement that includes the patients have easy access to a call bell.

We have given the hospital a recommendation to help patients with their hand hygiene before eating a meal. We also gave requirements relating to staff training in relation to the care and assessment of patients who are experiencing a mental health crisis as some staff told us they felt

they did not have the necessary skills required. We also gave a requirement to ensure that risk assessments are completed to identify patients who may be at risk of harm to themselves or others

We observed that some of the hospitals guidelines were overdue their review date and we have given a requirement relating to the oversight of written policies and procedures.

We have given the hospital a requirement to make sure that hazardous cleaning products are stored securely. There can be a number of risks if the chemicals are not kept in a secure place.

We also saw that there were gaps in patient care documentation and that some staff wearing rings with stones in that could cause damage to patients' skin.

## What do we think?

There are many challenges currently facing the staff at the hospital.

Donna Maclean who is the Chief Inspector and Associate Director at Healthcare Improvement Scotland said: "We saw teams working hard to deliver safe and effective care. An improvement action plan has been developed by NHS Highland to meet the requirements at both hospitals."

## What changes do we expect?

We have 14 requirements for this hospital and the hospital must make sure these are all met. These requirements include that staff must follow the guideline for correctly wearing jewellery. The hospital must make sure that hazardous cleaning products are securely stored at all times and make sure that all of the patients have access to a call bell or another way to contact staff in an emergency.

We have added below all of the areas of good practice, recommendations and requirements. For more information on each of these areas, please see the full [report](#).

### Areas of good practice

100% of nursing staff in the emergency department have completed paediatric immediate life support training.
Staff described supportive and visible hospital managers at local level.
Patients were complimentary about their care and the staff providing it.
Domestic staff were visible throughout the hospital and all areas visited were clean and tidy.
Medications were stored securely in all areas inspected.
There are a number of initiatives in place to improve the challenges of recruiting to a remote and rural area.
Staff were working hard to provide compassionate and responsive care. Staff told us of the support of the dementia team to support individual patient centred care.

### Recommendation

NHS Highland should ensure that patients are assisted with hand hygiene prior to mealtimes where required.
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## Requirements

NHS Highland must ensure that all patients have access to a call bell or a means to contact staff in an emergency and that all call bells are within easy reach of patients.
NHS Highland must ensure a written process/pathway is in place to ensure continuity of care and staff support when patients require transfer to specialist sites.
NHS Highland must ensure there is one member of staff on duty in the emergency department at all times who has advanced paediatric life support training or equivalent.
NHS Highland must ensure that risk assessments and mitigations are completed fully to identify patients who may be at risk of harm to themselves or others.
NHS Highland must ensure that staff are suitably qualified and competent to safely carry out their role including where relevant: public protection training, mental health training including relevant legislation and the management of violence and aggression prevention training (including breakaway and restraint).
NHS Highland must ensure environmental ligature risks are assessed, and relevant staff are trained to recognise and manage ligature risk.
NHS Highland must provide support and feedback to staff on incidents raised through the incident reporting system and ensure learning from incidents is used to improve safety and outcomes for patients and staff.
NHS Highland must ensure effective and appropriate governance approval and oversight of policies and procedures are in place.
NHS Highland must ensure that all patient documentation is accurately and consistently completed. This includes Adults with Incapacity section 47 documents and do not attempt cardiopulmonary resuscitation documentation.
NHS Highland must ensure all staff comply with the appropriate wearing of jewellery.
NHS Highland must ensure that all staff comply with required transmission-based precautions.
NHS Highland must ensure all hazardous cleaning products are securely stored.
NHS Highland must ensure that hospital safety huddles consider decision making regarding real time staffing risks and mitigations and that these are documented and aligned with patient acuity and dependency to support skill mix and staffing.
NHS Highland must ensure that there are processes in place to support the consistent application of the common staffing method. This includes having a robust mechanism for feedback to be provided to staff about the use of the common staffing method, and staffing decisions made as a result.

## What happens next?

As part of the overall inspection, we will follow-up with the hospital on these requirements. The hospital has written an action plan which explains how they will make these improvements and includes completion deadlines. The action plan will be updated by the NHS board 18 weeks after publication and shared on our website. Our inspectors may revisit this hospital at a future date.

We would like to thank the staff at Lorn and Islands Hospital and colleagues across NHS Highland for their help and support.

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