

**2018/19 Accountability Report**

**NHS Board:** **HIGHLAND**

**Note:** Note: This report is required to be submitted to Ulrike Sperling, ACT Officer of your lead Regional Group, **by 7th June 2019**, for discussion at the North Regional Medical ACT Working Group meeting on 27th June 2019.

**Section**

Reviewed by

| <b>1) Confirmation of total Medical ACT funding received from NES during 2018/19</b> |  |                             |   |
|--|--|-----------------------------|---|
|  |  | Initial Allocation<br>£'000 | 2018/19 Total<br>£'000                                      |
| a)   | <b>ACT Allocation 2018/19</b>                    | 3,875.563                   | 3,875.563   |
|  |  | Recurring<br>£'000          | Non-Recurring<br>£'000<br><i>(b/fwd from previous year)</i> |
| b)   | <b>Use made of 2018/19 additional allocation</b> | 397.487                     | 120.850   |
|  |  |                             | 2018/19 Total<br>£'000                                      |
|  |  |                             | 518.337   |

ACT Officer

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| <b>2) General narrative on 2018/19 Medical ACT activity within your Board area:</b> |  |
|---|--|
| a)  | <i>Health Board Involvement in Regional ACT group Meetings</i>   |
|   | NHS Highland has representation at the North Regional ACT Working Group, and current chair is the DME for Highland. Also attends the Dundee ACT Working Group and Highland are active members of the ScotGEM ACT Group as well as the NES Medical ACT Working Group. The Highland DME is also a member of the NES Primary Care ACT Review Group. |
| b)  | <i>Decision making process at local and regional level for any new uses of Medical ACT funding</i>   |
|   | All local bids are vetted by the local Medical Education team before being forwarded to the North Regional ACT Team for approval or rejection.   |
| c)  | <i>Detail of any new initiatives funded by Medical ACT within the last 12 months</i>   |

Regional Group

**Word Count**

**60**

**24**

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|----|---|
|    | <p>We recruited 3 x Salaried GP Fellows to support undergraduate education in the community and work to increase capacity on a permanent basis. This was piloted on a non recurring basis the previous two years but has now been made recurring as it has been very successful. The SGP Fellows work with our various partner universities and support school pupil activity. With an increase in undergraduate education and simulation activity across a number of our partner universities, we have appointed 2 x Medical Education Fellows. We have recruited a Pharmacy Project Administrator for TAM (Treatments and Medicines) app. The TAM app contains local and national therapeutic guidelines, formularies, patient information and other clinical resources. This app is an excellent resource for Medical Students. We had the innovation fund this year which is now recurring and that is for funds to be available across the North of Scotland for start ups of any new information that supports undergraduate medical education. 2018-2019 we supported bids from NHS Orkney, NHS Shetland and also the University of Aberdeen. We have invested in various primary care premises to support these GP Practices to be able to accomodate more medical students and provide them with the best teaching experiences.</p>  |
| d) | <p><i>General use of Medical ACT funding within health board area for improvement of teaching.</i></p>  |
|    | <p>NHS Highland continues, as it has done so for many years to provide clinical placements to students from all Scottish medical schools, in general practice or a hospital setting. There are clinical placements for University of Aberdeen and University of Dundee medical students from the final two years, and Year 5 placements for University of Edinburgh medical students at Belford Hospital. There are also a number of elective students coming to NHS Highland from across Scotland and further afield. NHS Highland continues to work in partnership with University of Aberdeen to deliver the Year 4 Remote and Rural (R&amp;R) programme, for a cohort of 17 medical students who spend the full academic year in Inverness. In addition to the Raigmore Hospital based clinical activity they also attend peripheral clinical sessions across Highland, Orkney and Western Isles with consultants during their nine blocks. There is also a programme of evening tutorials for the R&amp;R students. The aim of the R&amp;R programme is for the students to gain some insight into the issues surrounding R&amp;R healthcare and learn about medical careers available in non urban areas. NHS Highland has had no Longitudinal Integrated Clerkship (LIC) Dundee students in 18/19 but had to continue to employ the DLIC Regional Tutor, we highlighted this risk with our university partner. We do have a LIC student in 19/20 and we are in the process of organising to have up to 30 LIC students from 20/21. Throughout the year, NHS Highland support University of Aberdeen Year 4 formative OSCEs, Year 5 OSCEs, Professional Practice Block 1, Patient Safety and a number of simulation sessions to medical students, hosting in Inverness. NHS Highland continues to run our Doctors at Work programme which is work experience based in the hospital for school students, we run this 5 weeks a year in June, August and September. This is proven to be very successful, with 26 school leavers from the Highland area going on to become Medical Students last year. NHS Highland continues to invest in our educators, and throughout the year has hosted a GP Tutor Development Day and Recognition of Trainer workshop and has financially supported clinical staff in attending and presenting at conferences and events and also providing sponsorship for postgraduate qualifications in medical education.</p> |

|     |
|-----|
| 203 |
| 378 |

**3) Detail Funding Confirmation 2018/19**

a) *Confirmation that your Board have used the 2017/18 additional funding as agreed by NES (details to include full summary that reconciles to submissions to NES) or identify any changes made in-year.*

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| Ref | Proposal   | Funding | Status                |
|-----|--|---------|-----------------------|
| 1   | Salaried GP Fellows  | 90,000  | Implemented           |
| 2   | Medical Education Fellow   | 60,000  | Implemented           |
| 3a  | Upgrade of VC/AV Equipment in Clinical Skills Centre                 | 64,400  | Implemented           |
| 3b  | Installation of VC/AV equipment in Clinical Skills Centre            | 10,500  | Implemented           |
| 4   | eHealth NHS Grampian Lead to support UG IT across the North          | 6,300   | Implemented           |
| 5   | Innovation Fund  | 10,000  | Partially implemented |
| 6   | Pharmacy Project Administrator for TAM (Treatment and Medicines) app | 37,400  | Implemented           |
| 7   | Back up set of clip-on microphones for Clinical Skills Centre        | 17,500  | Implemented           |

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|--|--|--------------------------------|--------------------------------|
| 8  | Assoc Director of Medical Education for ScotGEM Programme  | 30,000                         | Implemented                    |
| 9  | Cost Share (Aberdeen)  | 0                              |                                |
| 10   | Cost Share (Dundee)  | 0                              |                                |
| 11   | Cost Share (Edinburgh)   | 0                              |                                |
| 12   | Cost Share (Glasgow)   | 0                              |                                |
| 13   | Cost Share (St Andrews)  | 0                              |                                |
| 14   | Cost Share (ScotGEM)   | 0                              |                                |
| 15   | University of Dundee Year 4 LIC (April - July)   | 28,000                         | Implemented                    |
| 16   | Increase of footprint within Clinical Skills   | 100,000                        | Due to be implemented Aug 2019 |
| 17   | Maternity leave cover for Med.Education Manager  | 12,900                         | Implemented                    |
| 18   | Laerdal Resusci Anne Manikin & iSimulate Caithness Gen. Hospital   | 11,000                         | Implemented                    |
| 19   | One session to support undergraduate medical education from Out of Hours   | 6,250                          | Implemented                    |
| 20   | Medical Psychotherapy reusable learning materials - New Craigs Hospital  | 2,437                          | Implemented                    |
| 21   | Regional Anaesthesia Femoral Trainer with SmarTissue - Clinical Skills Unit  | 4,000                          | Implemented                    |
| 22   | Equipment to improve teaching facilities within Aviemore Medical Centre  | 1,000                          | Implemented                    |
| 23   | Resuscitation Training - Lorn & Islands DGH, Oban  | 5,000                          | Implemented                    |
| 24   | Medical Student Practice Placement Support - Culloden Medical Practice   | 1,100                          | Implemented                    |
| 25   | Medical Student Consulting Room Development - Port Appin Surgery   | 1,000                          | Implemented                    |
| 26   | Equipment for ophthalmology, ENT & surgical skills, Kyle Medical Practice  | 1,800                          | Implemented                    |
| 27   | Pelvic Models for undergraduate teaching for sexual health examination skills  | 600                            | Implemented                    |
| 28   | Crown Medical Practice - internal renovation to create a new consulting room   | 5,650                          | Implemented                    |
| 29   | Portable funded camera, Ophthalmology Dept, Raigmore Hospital  | 10,000                         | Implemented                    |
| 30   | Paediatrics Medical Education Fellow 28/1/19 - 31/3/19   | 1,500                          | Implemented                    |
| <b>Use of In-Year slippage identified from additional uplift proposals</b> |  |                                |                                |
|  | Improve accommodation for Dundee University students in Lochgilphead   |                                | 70,000                         |
|  | Multi-headed teaching microscope for students  |                                | 44,000                         |
|  | Glasgow University Remote and Rural conference contribution (student accommodation and travel)   |                                | 5,000                          |
|  | Doctors Mess Set up, benefitting medical students  |                                | 30,000                         |
| b)   | <i>For each item of additional expenditure; Based on the benefit criteria identified please detail the results of any evaluation/review undertaken or other assessment of the fitness-for-purpose of this expenditure and confirm that this investment is to continue in future years.</i> |                                |                                |
|  |  | <b>Continuation of funding</b> |                                |
| 1  | NHS Highland survey of primary care capacity and to employ GPs into Medical Education  | Yes                            |                                |
| 2  | Student feedback and achievement of certificates and diplomas in Medical Education also Medical Education development  | Yes                            |                                |

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|----|--|-------------------|
| 3  | Improve student feedback for Clinical Skills   | No                |
| 4  | Looking to have a joint review of the effectiveness of this post   | Yes at the moment |
| 5  | Positive feedback from NHS Orkney and Shetland about the teaching opportunities for students   | Yes               |
| 6  | Positive student feedback on using this app during periods on ward   | Yes               |
| 7  | Links to 3 above   | No                |
| 8  | Demonstrates effectiveness - readiness for students  | Yes               |
| 9  | No evaluation required   |                   |
| 10 | No evaluation required   |                   |
| 11 | No evaluation required   |                   |
| 12 | No evaluation required   |                   |
| 13 | No evaluation required   |                   |
| 14 | No evaluation required   |                   |
| 15 | Cover costs associated with University of Dundee Year 4 LIC  | No                |
| 16 | Increasing Clinical Skills footprint - delayed due to having to identify areas for departments to relocate. Will take place Aug 19   | No                |
| 17 | No evaluation required   | No                |
| 18 | Improve student feedback for Caithness General Hospital  | No                |
| 19 | Improve access to OOH for students, also good feedback on SCEF forms   | Yes               |
| 20 | Student feedback   | No                |
| 21 | Student feedback   | No                |
| 22 | Student feedback   | No                |
| 23 | Student feedback   | No                |
| 24 | Student feedback   | No                |
| 25 | Student feedback   | No                |
| 26 | Student feedback and teaching opportunities  | No                |
| 27 | Student feedback and teaching opportunities  | No                |
| 28 | Positive impact on GP Practice, to improve capacity to take on more students   | No                |
| 29 | Student feedback and teaching opportunities  | No                |
| 30 | Student feedback   | No                |
| c) | <i>Please attach a revised base-line budget for 2018/19 which reconciles to your 2017/18 base-line budget submitted to NES plus the additional recurring funds received in year.</i> |                   |
|    | Please see "Section 3C" worksheet.   |                   |

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| 4) | <b>Use of Measurement of Teaching Data and Financial Allocations</b>  |
|    | Please refer to: <a href="http://www.scotlanddeanery.nhs.scot/trainer-information/medical-act/medical-act-performance-management-framework/">http://www.scotlanddeanery.nhs.scot/trainer-information/medical-act/medical-act-performance-management-framework/</a>  |
| a) | Please provide a breakdown of your Boards 2018/19 ACT allocation by specialty/department or other clinical service grouping used locally. This should reconcile to the total ACT funds identified in 1a above.  |
|    | <b>Please see "Section 4A &amp; 4B" worksheet.</b>  |
| b) | Please detail the number of ACT funded teaching sessions identifiable in job plans (shown by consultant and other teaching staff) in each specialty/department or other clinical service grouping detailed in 4a. Please use the template provided.<br><br>At a minimum this should include all sessions funded from all ACT funding provided to the Boards since the NES allocation model was introduced, however, if possible this should show all sessions funded from total ACT funds set out in 1a.<br><br>The table below can be used to provide the information requested in 4a and 4b but amended as necessary to suit local circumstances. |
|    |   |

Regional Group

| Specialty/<br>Department                          | ACT funding<br>received in 2018/19<br>£'000 | ACT Funded PAs (consultants) | ACT Funded PAs (other staff) | 2017/18 MOT<br>hours<br>Cat A (if<br>available) | 2017/18<br>MoT Hours<br>Cat B (if<br>available) |
|---|---|------------------------------|------------------------------|---|---|
| <b>Please see "Section 4A &amp; 4B" worksheet</b> |   |                              |                              |   |   |
|   |   |                              |                              |   |   |
|   |   |                              |                              |   |   |
| <i>Centrally funded<br/>initiatives</i>           |   |                              |                              |   |   |
| Totals  |   |                              |                              |   |   |

|    |  |
|----|--|
| 5) | <b>Any future significant changes anticipated in ACT activity:</b>   |
|    | The result and implementation of University of Aberdeen Year 4 curriculum review. Looking ahead to 2020/2021 for preparation to recruit and support GP Practices to take on the extra capacity for the 30 proposed DLIC students. The Scottish Graduate Medical School, where NHS Highland will be taking students from Year 2 onwards, starting in August 2019. |

**Signed:**

**Date:**

**Signed:**

**Date:**

**Note: DoF and DME signature and date must be obtained prior to report submission to Regional ACT Group & NES**

| Department/Activity | 2017/18 base line budget c/f into 2018/19 | adjustment for non-rec 17/18 funding | 2018/19 Additional Non Recurring Funding | 2018/19 Additional Recurring Funding | 2018/19 Revised Budget | Proposal number |
|---------------------|---|--------------------------------------|--|--------------------------------------|------------------------|-----------------|
|---------------------|---|--------------------------------------|--|--------------------------------------|------------------------|-----------------|

**UNIVERSITY BASED**

General

|   |         |  |  |  |         |  |
|---|---------|--|--|--|---------|--|
| Admin Support and Team Lead   | 45,601  |  |  |  | 45,601  |  |
| Other Expenditure - Consumables, Travel, Advertising, Student Bursaries | 100,430 |  |  |  | 100,430 |  |
| Clinical Teaching Fellows   | 138,400 |  |  |  | 138,400 |  |
| Consultant Sessions   | 0       |  |  |  | 0       |  |
| Replacement equipment   | 0       |  |  |  | 0       |  |
| Cost Share - UoA  | 103,601 |  |  |  | 103,601 |  |
| Cost Share - NHS Tayside / UoD  | 17,510  |  |  |  | 17,510  |  |
| Occupancy Costs   | 76,777  |  |  |  | 76,777  |  |
| Inverness Library costs (for student access)                            | 18,336  |  |  |  | 18,336  |  |

**NHS BASED**

General / Central

|  |         |        |         |        |         |                   |
|--|---------|--------|---------|--------|---------|-------------------|
| Director of Medical Education  | 26,239  |        |         |        | 26,239  |                   |
| Consultant Session (HMEC and DME team leadership)                          | 126,976 |        |         | 90,000 | 216,976 | 2,8               |
| Admin Support, OH contribution (teaching), Finance Support, Quality Mgr    | 199,476 |        | 12,900  | 6,250  | 218,626 | 17, 19            |
| Staff Development  | 10,000  |        |         |        | 10,000  |                   |
| Public Health Teaching, Pharmacy Teaching, Sexual Health                   | 75,338  | 800    | 600     | 37,400 | 112,538 | 6, 27             |
| Innovation Fund  | 10,000  | 10,000 |         | 10,000 | 10,000  | 5                 |
| Equipment to support infrastructure  | 13,750  | 13,750 |         |        | 0       |                   |
| eHealth NHS Grampian Lead  | 6,300   | 6,300  |         | 6,300  | 6,300   | 4                 |
| <u>Dundee Longitudinal Clerkship</u> (Regional Tutor, Admin, GP Fees, T&A) | 127,000 |        | 28,000  |        | 155,000 | 15                |
| <u>Clinical Skills Centre</u>  |         |        |         |        | 0       |                   |
| Clinical Skills Educator and Clinical Lead                                 | 69,879  |        |         |        | 69,879  |                   |
| Clinical Skills Facilitator  | 74,213  |        |         |        | 74,213  |                   |
| Administrator, Technician, Equipment                                       | 55,240  |        | 196,400 |        | 251,640 | 3a, 3b, 7, 16, 21 |
| <u>Raigmore Hospital</u>   |         |        |         |        | 0       |                   |
| Clinical Sessions - Medical Division                                       | 412,576 |        |         |        | 412,576 |                   |
| Clinical Sessions - Surgical Division                                      | 587,910 |        | 1,500   |        | 589,410 | 30                |
| Clinical Sessions - Clinical Support                                       | 18,492  |        |         |        | 18,492  |                   |
| Ophthalmology equipment  |         |        | 10,000  |        | 10,000  | 29                |
| Hospital Accommodation   | 100,000 |        |         |        | 100,000 |                   |
|  |         |        |         |        | 0       |                   |

|  |                         |                           |                       |                             |                         |
|--|-------------------------|---------------------------|-----------------------|-----------------------------|-------------------------|
| <u>North and West Operational Unit</u>   |                         |                           |                       |                             | 0                       |
| Clinical Sessions - Belford Hospital and Lochaber area                             | 48,000                  |                           |                       |                             | 48,000                  |
| Administrative Support   | 5,000                   |                           |                       |                             | 5,000                   |
| Caithness Equipment  |                         |                           | 11,000                |                             | 11,000                  |
|  |                         |                           |                       |                             | 18                      |
|  |                         |                           |                       |                             | 0                       |
| <u>New Craigs Hospital</u> (clinical sessions, admin, equipment and materials)     | 147,655                 |                           | 2,437                 |                             | 150,092                 |
|  |                         |                           |                       |                             | 20                      |
|  |                         |                           |                       |                             | 0                       |
| <u>Argyll and Bute Operational Unit</u>  |                         |                           |                       |                             | 0                       |
| Clinical Sessions - Lorn and Islands Hospital                                      | 84,000                  |                           |                       |                             | 84,000                  |
| Clinical Sessions - Argyll and Bute Hospital (Psychiatry)                          | 29,500                  |                           |                       |                             | 29,500                  |
| Central costs - LIH Librarian, A&B Library / Training                              | 27,500                  |                           | 6,000                 |                             | 33,500                  |
| GP Placement fees and associated student travel and accommodation                  | 72,000                  |                           |                       |                             | 72,000                  |
|  |                         |                           |                       |                             | 23, 25                  |
|  |                         |                           |                       |                             | 0                       |
| <u>Highland Hospice</u> (clinical sessions and other support)                      | 34,591                  |                           |                       |                             | 34,591                  |
|  |                         |                           |                       |                             | 0                       |
| <u>North Highland General Practice and Primary Care</u>                            |                         |                           |                       |                             | 0                       |
| GP Placement Fees  | 217,966                 |                           |                       |                             | 217,966                 |
| Accommodation and Travel   | 107,034                 |                           |                       |                             | 107,034                 |
| GP Sessional Contracts, GP Coordinators  | 156,080                 | 90,000                    |                       | 90,000                      | 156,080                 |
| Admin Support  | 18,699                  |                           |                       |                             | 18,699                  |
| Teaching Materials and Equipment   | 0                       |                           | 9,550                 |                             | 9,550                   |
| Movement in T&S Top Slice  | 11,000                  |                           |                       |                             | 11,000                  |
| Movement in GP Topslice  | 109,000                 |                           |                       |                             | 109,000                 |
|  |                         |                           |                       |                             | 22, 24, 26, 28          |
|  |                         |                           |                       |                             | 0                       |
| Non recurring ACT funding not allocated  | -7,850                  |                           |                       |                             | -7,850                  |
|  |                         |                           |                       |                             | 0                       |
| <u>Historical - Absorbed into Baseline</u>   | 3,857                   |                           |                       |                             | 3,857                   |
|  |                         |                           |                       |                             | 0                       |
| <u>Widening Access funding (allocated at year-end on non-rec basis)</u>            | 72,212                  | 72,212                    |                       |                             | 0                       |
|  |                         |                           |                       |                             | 0                       |
| <u>Re-distribution of £7k across Scotland (allocated at year-end on-rec basis)</u> | 322                     | 322                       |                       |                             | 0                       |
|  |                         |                           |                       |                             | 0                       |
| <b><u>Overall Total</u></b>  | <b><u>3,550,610</u></b> | <b><u>193,384</u></b>     | <b><u>278,387</u></b> | <b><u>239,950</u></b>       | <b><u>3,875,563</u></b> |
|  |                         | <i>see note in row 90</i> |                       |                             |                         |
|  |                         |                           |                       | <b>2018/2019 Allocation</b> | <b><u>3,875,563</u></b> |
|  |                         |                           |                       | Variance                    | 0                       |
| <b>2017/18 allocation - as per allocation letter</b>                               | <b>3,478,076</b>        |                           |                       |                             |                         |
| <b>In-year adjustments</b>   |                         |                           |                       |                             |                         |
| Re-distribution of £7k across Scotland (non-recurring) (19.03.18)                  | 322                     |                           |                       |                             |                         |
| Widening Access allocation (non-rec in 17/18 but then recurring WEF 18/19)         | 72,212                  |                           |                       |                             |                         |
| <b>Revised 2017/18 allocation</b>  | <b>3,550,610</b>        |                           |                       |                             |                         |

The value of proposals on non-rec basis excluding the non-rec NES payments at year-end:

**120,850**



This is the results from the MoT exercise carried out at Raigmore Hospital a couple of years ago. Due to the University of Aberdeen Year 4 Curriculum Review and ScotGEM taking effect from academic year 2019/20, NHS Highland decided to defer the rollout of this to elsewhere and any review of the current MoT data for Raigmore Hospital. A full MoT exercise across NHS Highland will be carried out once more details are known about the curriculum review and format of ScotGEM, and how this will impact for clinical placements and teaching at NHS Highland, and in turn how our ACT funding should be used to support undergraduate medical education.

| Department                                      | Average No. PAs per week in job plan | Description                | Budget based on MoT data |
|---|--------------------------------------|----------------------------|--------------------------|
| <b>MEDICINE - RAIGMORE HOSPITAL</b>             |                                      |                            |                          |
| Acute Medicine                                  | 5.75                                 | Consultant sessions        | 69,000                   |
| Cardiology                                      | 4.23                                 | Consultant sessions        | 50,776                   |
| Clinical Oncology                               | 0.63                                 | Consultant sessions        | 7,606                    |
| Dermatology                                     | 1.52                                 | Consultant sessions        | 18,217                   |
| Emergency Medicine                              | 3.21                                 | Consultant sessions        | 38,502                   |
| Gastroenterology                                | 1.32                                 | Consultant sessions        | 15,856                   |
| Haematology                                     | 0.51                                 | Consultant sessions        | 6,083                    |
| Infectious Diseases                             | 0.62                                 | Consultant sessions        | 7,389                    |
| Medicine for the Elderly                        | 3.68                                 | Consultant sessions        | 44,162                   |
| Diabetes  | 1.77                                 | Consultant sessions        | 21,272                   |
| Neurology                                       | 1.09                                 | Consultant sessions        | 23,928                   |
| Rehabilitation                                  | 0.00                                 | Consultant sessions        | 0                        |
| Renal Unit                                      | 2.10                                 | Consultant sessions        | 25,228                   |
| Respiratory                                     | 3.51                                 | Consultant sessions        | 42,099                   |
| Rheumatology                                    | 0.75                                 | Consultant sessions        | 30,588                   |
| Stroke  | 0.99                                 | Consultant sessions        | 11,868                   |
| <b>Grand Total</b>                              | <b>31.68</b>                         | <b>Consultant sessions</b> | <b>412,576</b>           |
| <b>SURGICAL - RAIGMORE HOSPITAL</b>             |                                      |                            |                          |
| Anaesthetics                                    | 4.66                                 | Consultant sessions        | 55,865                   |
| ENT   | 4.76                                 | Consultant sessions        | 57,088                   |
| General Surgery                                 | 2.42                                 | Consultant sessions        | 29,077                   |
| General Surgery - Breast Surgery                | 1.66                                 | Consultant sessions        | 19,913                   |
| General Surgery - Upper GI & Colorectal Surgery | 5.30                                 | Consultant sessions        | 63,558                   |
| General Surgery - Urology                       | 4.18                                 | Consultant sessions        | 50,105                   |
| General Surgery - Vascular Surgery              | 2.77                                 | Consultant sessions        | 33,242                   |
| Obstetrics & Gynaecology                        | 6.07                                 | Consultant sessions        | 72,872                   |
| Ophthalmology                                   | 2.44                                 | Consultant sessions        | 29,292                   |
| Orthopaedics                                    | 7.86                                 | Consultant sessions        | 94,276                   |
| Paediatrics                                     | 6.89                                 | Consultant sessions        | 82,622                   |
| <b>Grand Total</b>                              | <b>48.99</b>                         | <b>Consultant sessions</b> | <b>587,910</b>           |
| <b>CLINICAL SERVICES - RAIGMORE HOSPITAL</b>    |                                      |                            |                          |
| Biochemistry                                    | 0.04                                 | Consultant sessions        | 462                      |
| Microbiology                                    | 0.19                                 | Consultant sessions        | 2,280                    |
| Pathology                                       | 1.02                                 | Consultant sessions        | 12,231                   |
| Radiology                                       | 0.29                                 | Consultant sessions        | 3,519                    |
| <b>Grand Total</b>                              | <b>1.54</b>                          | <b>Consultant sessions</b> | <b>18,492</b>            |