



Western Isles Integration Joint Board

Minutes of the Meeting held on 28 March 2019 at 10 am
in the Comhairle Chamber

Voting Members Present:

Cllr Kenny John Macleod	Councillor, CnES (Chair of IJB)
Cllr Norman A Macdonald	Convener, CnES
Cllr Angus Morrison	Councillor, CnES
Cllr Paul Steele	Councillor, CnES
Mr Ian Burgess	Non-Executive Director, NHS WI (Vice-Chair of IJB)
Mrs Gillian McCannon	Non-Executive Director, NHS WI
Ms Rosemary Bugler	Non-Executive Director, NHS WI
Mr Murdo Macmillan	Non-Executive Director, NHS WI

Non-Voting Members Present:

Dr Ron Culley	Chief Officer, Health and Social Care
Ms Debbie Bozkurt	Chief Finance Officer, IJB
Dr Kirsty Brightwell	Associate Medical Director, Primary Care/Consultant
Ms Dena Macleod	Chief Executive, Hebridean Housing Partnership
Mrs Fiona Macleod	Carer Representative
Mrs Kathleen McCulloch	Lead Nurse Community, NHS WI
Mrs Morag Munro	Third Sector Representative
Mr Hector Macleod	Third Sector Representative
Mr David Gibson	Chief Social Work Officer, CnES

In attendance:

Cllr Paul Finnegan	Councillor, CnES - Proxy
Cllr Iain Archie MacNeil	Councillor, CnES – Proxy (by VC link with Balivanich Council Offices)
Mr Gordon Jamieson	Chief Executive, NHS WI
Mr Malcolm Burr	Chief Executive, CnES
Mr Donald E Macleod	Senior Accountant, CnES
Mrs Emma Macsween	Head of Partnership Services, CnES
Cllr Rae Mackenzie	Councillor, CnES
Catrina Mackenzie	Clerk, Minutes

There were 10 observers in the public seating area and one media representative.

1 WELCOME

The Chair welcomed everyone to the meeting. On behalf of the Joint Board, he extended his thanks and appreciation to Mr Murdo Macmillan on his retirement from the IJB, acknowledging his expertise in Board matters. The Chair wished him and his family well in the future. Mr Macmillan thanked the Chair and said that he felt it was the right time for him to be leaving.

The Chair announced that Items 6.4 and 8.3 on the agenda would be taken in private at the end of the meeting during which time members of the public, including the press, would be excluded.

2 APOLOGIES

Apologies were received and noted from Dr Maggie Watts (NHS WI) and Ms Ann Moqbel (Service Users Representative).

3 DECLARATION OF INTEREST

The members were asked to declare if they had any conflicts of interest relating to agenda items for the meeting. There were no declarations.

4 MINUTES

4.1 IJB Minutes of 13 February 2019

The minutes of the Integration Joint Board meeting held on 13 February 2019 were approved as an accurate record of the meeting.

The IJB formally approved the minutes of the meeting held on 13 February 2019.

4.2 **Action Points**

Dr R Culley referred to the action points log presented and noted that most of the actions were either coded green or featured on the agenda. Work to review and amend the IJB Standing Orders in respect of the dispute resolution process was ongoing and Dr Culley advised that a report would be presented to the Joint Board in due course. Referring to the Standing Orders, Mrs F Macleod asked that thought be given to presentation of a written answer on some issues to obviate long debates that carried on over time.

The IJB noted the action points as presented in the log.

5 **MATTERS ARISING**

5.1 **Redesign of Dental Services in Uist**

Having prepared an outline of the decision of the Chief Executives on the proposal to reform dental services in Uist in line with the preferred model, Mr M Burr advised members of the Joint Board that it was with regret he could not give a definitive position today. He acknowledged the issues were clear: a more specialist Uist and Barra Hospital hub facility in one location (with additional outreach capabilities) which would provide resilience and a sharing of knowledge and which had been the choice of professionals versus the 3-site model which elected members and the Association of Community Councils favoured. However, it had been put to him this morning that there were professional concerns about the hub model and it was incumbent upon him to investigate this latest development with the Chief Dental Officer.

The Chair reiterated the position of the Joint Board at last month's meeting which was to bring Stage 2 of the dispute resolution process to a conclusion at the meeting today. Mrs F Macleod questioned why, when there were Standing Orders in place to ensure good governance controls, the matter had been allowed to extend to one year. Referring to the provision of domiciliary dental care, Cllr P Steele queried why the dental chairs which had been purchased at the time were not in use yet.

Cllr N Macdonald highlighted the importance of adhering to the process and bringing Stage 2 to a conclusion before the Joint Board could outline the arrangements going forward and move to implementation of the decision. For the avoidance of doubt, Mr Burr stated that part of the reason for the delay with his decision was because he felt the dental chairs presented an additional service option and all options had to be considered. Mr Burr would notify Scottish Ministers that the Joint Board awaited conclusion of Stage 2. Furthermore, he made a commitment to the Joint Board to report to the IJB meeting in June.

The IJB noted the report.

6 **FINANCE**

6.1 **Chief Finance Officer Report: Month 10 - Finance and Workforce**

Ms Bozkurt gave an overview of the position statement at Month 10 and forecast spend to remain on course for year-end financial plan of breakeven. She would provide members with a full report on Month 11 within 3 weeks. Key points to note were:

- IJB showing overspend of £1,240k and projected year end overspend of £4k after drawdown on general reserves identified at 2018/19 budget setting.
- Home Care continues to underspend by £302k at year end, due in part to staffing vacancies and redesign of intermediate care and urgent care not yet implemented and savings on car mileage.
- Year end underspend of £432k projected for residential care due to £765k increased residential care income.
- In year overspend on mental health placements of £376k and a projected overspend of £485k due to continuing adult high cost placements at private secure units. Projected discharges have not occurred and year end projections assume high cost referrals will continue.
- In year overspend on GP prescribing of £86k and a year-end overspend projection of £185k (seasonal projection).
- High risk that delayed discharges will continue specifically in the medical wards which will result in higher bank costs to cover staffing of contingency beds. Overspend expected to rise to £228k by year end.
- Projected overspend of £124k under community care.

The Joint Board heard how dental services had not yielded the savings expected as the Government had given a reduction in funding after target efficiencies had been set locally. Mrs F Macleod stated that, as the carers representative on the Joint Board, it would be remiss of her if she did not ask about how the Comhairle had allocated the funding made available through The Carers (Scotland) Act 2016 to provide support to carers. Mrs Macleod was referring specifically to the £429k that had been ring-fenced and not spent on carers or mentioned in the forward planning for the IJB. Mrs G McCannon enquired about the cost of sleepovers (Forecast Out-turn, paragraph 1.8) in respect of high cost mental health placements and why there had been no draw down of funds allocated by the Government for that provision. In view of these questions, Dr Culley agreed to provide a full report to the IJB meeting in June 2019.

Working in different financial, governance and legislative frameworks was proving challenging. Cllr N Macdonald stated his preference for the IJB as an entity to have one accounting system. The complexities of such an undertaking had been made clear but he felt that members would have a clearer understanding of the accounting system. Ms Bozkurt provided assurance of the stringent financial monitoring undertaken by her team. Cllr A Morrison spoke of the high level of financial detail demanded of the IJB by the Comhairle's Audit and Scrutiny Committee. It was similar with the NHS Audit Committee and in that regard Mr M Macmillan stated that he had confidence in the information being presented and provided assurance that risk was being effectively managed by the IJB.

Decision: The Joint Board formally noted the report.

Action: Provide detailed report on risks to service delivery.

Ms Debbie Bozkurt

Action: Provide full report in response to the questions at Item 6.1.

Dr Ron Culley

6.2 IJB Draft Budget 2019/20

Mrs D Bozkurt provided members with the draft 2019/20 budget which was in excess of £60.662m for the delegated functions of the IJB. These functions were paid for by contributions from Comhairle nan Eilean Siar and NHS Western Isles. This then formed the funding available to the IJB and enabled it to allocate the funding in accordance with its Strategic Plan. Meanwhile, the total anticipated cost of service delivery for 2019/20 was £64.337m, which left a funding shortfall of £3.675m. With resource transfer from NHS to local government, reserves transfer, identified savings and work done in acute services, the funding gap had been closed.

During lengthy discussion members considered: the budget as the best assessment based on past experience and assumptions; how break even was achieved using reserves this year but in 2 years time there would be no more reserves; strategic investment as a better use of reserves; support for a fragile reablement service; support for a fragile out-of-hours service; primary care development day and implementation process thereafter; urgent care and ongoing support from GP colleagues; more flexible response to presentation of need through the night – an ongoing concern in Harris due to distance from hospital; how expected outcome of SLA negotiations with provider organisations affects budget; external auditors who have reported draft budget to be correct, complete and accurate; contributions to 3rd Sector organisations considered by at least one member to be arbitrary at best; amid figures, money and high risks – the importance of not losing sight of the service to the public.

Decision: The IJB agreed to the overall budget settlement outlined in the report; agreed to the financial efficiencies as set out; noted that should the Joint Board elect not to take efficiencies from the redesign of care units when the matter was considered in June 2019, alternative savings of the same value would need to be found from elsewhere; and noted that within the budget proposal there were a number of high risk savings and targets to realise and the intense financial challenges moving forward.

6.3 Western Isles IJB Financial Plan 2019-22

The Financial Plan set out the indicative financial resources that were expected to be available during the next 3 years in what would continue to be a challenging financial climate of restricted resources and increasing demand for services. The Joint Board were faced with unpalatable realities such as optimising income from the residential sector; reducing the size of the establishment (staffing); focusing on the digital agenda as a chargeable service; and a reduction in mainland placements which was not without risk.

Positive measures included access to non-recurring European funding for some community projects – an example given was the work of Mr Martin Malcolm and his team where they successfully bid for European funding and built up link worker capacity across the islands which helped to align with the wider community capacity.

Decision: The IJB approved the IJB 3-year Financial Plan and agreed to regular informal budget meetings for Joint Board members.

Action: Establish regular informal budget meetings for Joint Board members.

Dr R Culley

7 GOVERNANCE

7.1 Scottish Government Review of Integration

The Joint Board had agreed to undertake self-assessment work as part of a review of progress by Integration Authorities which would be shared with the Health and Sport Committee of the Scottish Parliament.

Decision: The IJB noted the national self-assessment template and agreed that the matter be considered at an IJB development day in April 2019.

7.2 IJB Business Management

Following the meeting of IJB in February 2019 when members expressed dissatisfaction about the IJB business management system, Dr R Culley had audited the processes and presented his findings and recommendations in a report.

The IJB welcomed the audit of business management processes and approved the recommendations in the report.

7.3 Appointment to the Integration Joint Board

With reference to Item 7.2 of the Minutes of Meeting of 13 February 2019, Dr R Culley submitted a report requesting that the IJB invite Dr Francis Tierney of the Scottish Ambulance Service to join the Joint Board.

The IJB approved the request to invite Dr Francis Tierney to join the Joint Board.

8 STRATEGY AND POLICY

8.1 Chief Officer Report

Dr Culley updated members on the opportunities and challenges in pursuit of the IJB's strategic objectives. He made particular mention of the visit to the Western Isles of Professor Sir Lewis Ritchie who had been asked by Scottish Government to explore the challenges of implementing the new GP contract in remote and rural Scotland. The feedback received was positive and it was hoped to benefit from tighter relationships with Scottish Government and other rural partnerships moving forward.

The IJB noted the Chief Officer report.

8.2 Care Units Redesign

Dr Culley put forward a report describing the public consultation process on the future use of the Garrabost, Carlaway and Crowlista Care Units. Three public meetings had been held and public consultation was due to conclude on Friday 26 April 2019. Meetings had been well attended and the consultation period extended by one month to ensure that all parties had an opportunity to comment. Dr Culley would present a fuller report to the meeting in June 2019.

The IJB approved the content of the report.

8.4 Performance Improvement – System Targets 2019/20

A balanced scorecard allowed the IJB to consider progress against the targets set. Targets for 2019/20 would aim to achieve a 3% reduction in unplanned hospital admissions; to achieve a 12% reduction in unplanned bed days; to maintain A&E performance; to reduce delayed discharges by 5%; to increase the percentage of the last 6 months of life spent in the community by 5%; and to maintain the proportion of the 64+ population living at home. Dr Culley advised that these were challenging but achievable targets for 2019/20.

The IJB agreed to the targets set and agreed that reports on performance against these targets be brought to each meeting.

9 PERFORMANCE AND ASSURANCE

9.1 Strategic Plan – Directions to Parent Bodies

Dr Culley sought approval to provide Directions to the parent bodies in relation to the implementation of the Strategic Plan. The report set out the financial and operational implications of the strategic plan for the parent bodies and other partner organisations and Directions were a formalising of negotiation and discussion.

The IJB approved the Directions to the parent bodies appended to the Report.

9.2 Performance Dashboard Report

Dr Culley addressed the Board with an overview of the position at January 2019 which indicated that the system continued to perform well against the targets set which was especially true for A&E waiting times. A number of underlying challenges remained, however, including the vacancies carried within the community care establishment.

The IJB noted the content of the report.

9.3 IJB Strategic Risk Register

Dr Culley reported a largely unchanged position in respect of the Strategic Risk Register. Recruitment and retention challenges within the Partnership continued to create service stress.

The IJB noted the content of the Risk Register.

It was agreed that the public, including the press, be excluded from the meeting during consideration of the following 2 items on the grounds that exempt information relating to any particular individual or service or financial information may be disclosed.

6.4 Strategic Investment Plan (PRIVATE)

A report was presented by Dr Culley which set out the strategy for investing IJB reserves and the new priorities outlined following the Strategic Plan refresh. Dr Culley drew attention to the changed financial position and the medium term financial strategy which would require the use of reserves to plug short term budget gaps.

8.3 Lewis Residential Care (PRIVATE)

Mrs E Macsween updated the Joint Board on work done on revenue assessments, staffing costs; and fire safety arrangements. At current projection, it was hoped to complete the project in December 2020. Mrs E Macsween invited questions from members.

The next meeting of IJB would be held on 27 June 2019 in the Practical Room, Education Unit, Western Isles Hospital at 10 am.

The Chair closed the meeting at 1.25 pm.

END