



# CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 20.09.18  
Agenda Item: 4.1  
Purpose: For Approval

Western Isles Integration Joint Board  
held on the 20 September 2018 at 10.00am,  
Lecture Room, Education Unit, Western Isles Hospital  
Stornoway, Isle of Lewis.

## **Voting Members Present:**

Mr. Ian Burgess	Non-Executive Director, NHS WI (Vice-Chair of IJB)
Dr. Neil Galbraith	Chair of NHS WI
Cllr. Norman A. MacDonald	Councillor, CnES
Cllr. Kenny John MacLeod	Councillor, CnES (Chair of IJB)
Mr. Murdo MacMillan	Non-Executive Director, NHS WI
Mrs. Gillian McCannon	Non-Executive Director, NHS WI
Cllr. Angus Morrison	Councillor, CnES
Cllr. Paul Steele	Councillor, CnES

## **Non-Voting Members Present:**

Ms. Debbie Bozkurt	Chief Finance Officer, IJB
Dr. Ron Culley	Chief Officer, IJB
Ms. Fiona MacLeod	Service Users Representative
Mr. Hector MacLeod	Third Sector Representative
Mrs. Kathleen McCulloch	Community Lead Nurse, NHS WI
Ms. Ann Moqbel	Service User Representative
Mrs. Morag Munro	Third Sector Representative
Mr. Malcolm MacDonald	Staffside Representative, CnES

## **In Attendance:**

Mr. Robert Emmott	Director of Finance, CnES
Mr. Gordon Jamieson	Chief Executive, NHS WI
Mrs. Michelle McPhail	Business Manager, NHS WI

## **1. WELCOME**

The Chair welcomed all those attending the meeting.

## **2. APOLOGIES FOR ABSENCE**

### **Apologies:**

Dr. Kirsty Brightwell	Associate Medical Director, Primary Care, NHS WI
Mr. Malcolm Burr	Chief Executive, CnES
Mr. David Gibson	Chief Social Work Officer, CnES
Ms. Dena MacLeod	Chief Executive, Hebridean Housing Partnership



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

### 3. DECLARATIONS OF INTEREST

No declaration(s) of interest(s) were raised in relation to any of the agenda items to be discussed.

### 4. MINUTES

#### 4.1 IJB Minutes of 21.06.18

The Minutes of the Integration Joint Board held on 21<sup>st</sup> June 2018 were approved as an accurate record.

**Decision: The Board formally approved the Minutes of 21<sup>st</sup> June 2018**

#### 4.2 Matters Arising

Dr. Culley advised of the challenges being faced over the past number of weeks in relation to Adult Care and Support. The Chief Social Worker has made a number of recommendations and an action plan has been raised relating to training, health & safety and staff welfare.

**Action: A detailed report will be presented in due course Ron Culley**

- ***Item 6.3 ~ Appointment to the Integration Joint Board***

Ms. McPhail advised of changes to the NHS Western Isles representatives. The following amendments were formally noted with immediate effect:

<b>Name</b>	<b>Amendment</b>
Diane McPherson	Removed as Member (IJB) Added as Proxy Member (IJB)
Gillian McCannon	Removed as Proxy Member (IJB) Added as Member (IJB)
Neil Galbraith	Removed as Member (IJBAC)
Gillian McCannon	Added as Member (IJBAC)

**Decision: The Board duly noted the update.**



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

### 4.3 Action Points

Dental Services ~ Dr. Galbraith enquired as to the status of the Dental service discussion. Mr. Jamieson advised that he and Mr. Burr have had numerous discussions, however Mr. Burr wished to discuss further aspects of the service with the Dental Director, Mr. Colin Robertson. Mr. Jamieson was awaiting a further discussion with Mr. Burr.

The Chair asked if the next stage was mediation, which Mr. Jamieson confirmed, however Mr. Jamieson expressed his concern that if this is raised upwards to the Scottish Government this would be seen as a failure as would the IJB.

Ms. Bozkurt advised that efficiencies must be made within the dental provision as the Scottish Government have reduced the dental allocation by £60k. The longer it takes to come to a decision, the more unnecessary expenditure is made.

Colleagues enquired as to the purchase of the mobile dental chairs. Mr. Jamieson stated that the chairs will be used throughout the islands regardless of the outcome of the service agreement and will be used in homes and care homes. The “outreach” model was always part of the redesign and the chairs are the tools to deliver the service in a more modern and appropriate way.

Mr. Jamieson confirmed that the Board will be making a decision on the property at Lochboisdale as surplus to the requirements of the Board and it is proposed that the property is placed on the market for sale.

Mrs. McCannon indicated that the proposal being made is part of the National Health Dental Service Strategy and we need to follow national guidelines.

The Chair thanked everyone for the comments and views but he encouraged both Chief Executives to move forward to a resolution quickly.

**21.06.18 – 4.3 – Matters Arising ~ 6.2 Carer (Scotland) Act 2016 – on the agenda for 20.09.18** REMOVE

**21.06.18 – 4.3 – Matters Arising ~ 6.2 Carer (Scotland) Act 2016 – document circulated.** REMOVE

**21.06.18 – 4.3 – Matters Arising ~ 7.2 IJB Development – on the agenda for 20.09.18.** REMOVE



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

- 21.06.18 – 6.2 IJB Annual Report – on the agenda for 20.09.18 REMOVE**
- 21.06.18 – 6.3 Appointment to the IJB Board - on the agenda for 20.09.18. REMOVE**
- 21.06.18 – 6.4 Carers Champion - on the agenda for 20.09.18 REMOVE**
- 21.06.18 – 6.5 Use of Directions – Complete. REMOVE**
- 21.06.18 – 6.6 – Joint Inspection of Older People’s Care – on the agenda for 20.09.18 REMOVE**
- 21.06.18 – 6.7 – North of Scotland Regional Planning – on the agenda for 20.09.18. REMOVE**
- 21.06.18 – 6.7 – North of Scotland Regional Planning – on the agenda for 20.09.18. REMOVE**
- 21.06.18 – 7.1 – Primary Care Improvement plan 2018-21 – on the agenda for 20.09.18. REMOVE**
- 21.06.18 – 7.2 – Mental Health Service Redesign – on the agenda as standing item. REMOVE**
- 21.06.18 – 8.1 – IJB Strategic Risk Register – on the agenda for 20.09.18. REMOVE**

**Decision:** The Board formally noted the actions and this is reflected in the information above.



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

### 4.3.1 CnES report on £429k allocation

Dr. Culley recalled the request of the Board to provide a copy of the report presented to the Council seeking to change the Council decision on providing the IJB with the full £429k allocation in full.

The Council met on the 2<sup>nd</sup> May and the decision taken was not to change the initial decision taken in February 2018.

Members of the IJB deliberated the outcome and reiterated their concerns again at the governance position of the IJB. Dr. Culley advised that to date there has been no concern at drawing down specific amounts for specific and intended purposes.

**Decision:** The Board formally noted the outcome and the Councils decision.

### 4.4 IJB Audit Committee Minute of 12.06.18 – Approved

Mr. Murdo MacMillan, the Chair of the IJB Audit Committee provided members with the approved minutes of the meeting held on the 12<sup>th</sup> June 2018. Mr. MacMillan provided members with a verbal update on the discussion of the Audit Committee meeting held on the 11<sup>th</sup> September 2018. He advised that the Committee scrutinised the draft Annual Accounts and discussed the findings with Audit Scotland, seeking assurance that the Annual Accounts provided a true reflection of the IJBs financial and governance position.

The Chair thanked Mr. MacMillan for his review and presentation of the approved Minutes.

**Decision:** The Board formally noted the Minutes and the verbal update.

### 4.5 Locality Planning Groups

Dr. Culley provided members with a verbal update on the work of the Locality Planning Groups. He noted that a number of meetings had taken place:

- Barra ~ met last month and Mr. Paul Dundas was in attendance. The Plan for the development of St. Brendan's is in place however Mr. Dundas was able to provide assurance to the group on the development and confirmed the site provision. Those in attendance were content, and hopefully reassured with the actions being taken and the opportunity of the discussion.
- Uist ~ Mrs. Emma MacSween attended the meeting along with Cllr. Kenny John MacLeod. There was concern at the Community Planning Partnership



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

within the area and it was noted that an action plan had been developed taking cognisance of the issues.

- Harris ~ Dr. Culley indicated that he was unable to attend this meeting. However colleagues from Scottish Ambulance Service did attend and were able to have a worthy discussion on the challenges of patient transport.
- Rural Lewis ~ within the Stornoway and Broadbay area Dr. Culley noted that he and Mr. Hector MacLeod are reviewing how to improve the community engagement

**Decision:** The Board formally noted the verbal update.

### **5. FINANCIAL PERFORMANCE**

#### **5.1 IJB Annual Accounts 2017/18 process**

##### **5.1.1 Audit Scotland Annual Accounts Audit Report**

##### **5.1.2 Internal Standard on Auditing – ISA 580 letter**

##### **5.1.3 Annual Accounts 2017/18**

The Chair took the opportunity of thanking Ms. Bozkurt and her team, on both the NHS and Comhairle side, for the hard work and effort in pulling the Annual Accounts together within a tight timescale.

Ms. Bozkurt thanked the Chair and specifically thanked Mr. Norman MacDonald, Accountant within the Comhairle for all his support and work involved in pulling the Accounts together.

Ms. Bozkurt advised that little change had been made from the draft set of Accounts presented in June. Minor changes were made to the reserves table within the document, bring general reserves down and increasing the earmarked allocation.

Members considered the reports, seeking assurance from Ms. Bozkurt as to specific aspects of financial modelling and the detailed discussion of the Auditors. Mr. MacMillan supported Ms. Bozkurt's advice noting that the Audit Committee undertook the appropriate scrutiny and obtain assurance as to the work of financial and risk of the IJB.

Dr. Culley gave a brief overview of the recent, and historical work, pertaining to residential care. Providing a level of assurance to the Board that the necessary work has been addressed and the level of risk associated with the income generation has been reduced.



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Members did raise possible public view of the level of understand noted and questioning why they can't get the service delivered. Dr. Culley noted the public perception however he reflected upon previous discussions about the lack of available people to recruit to the many vacancies across both parent bodies.

Mr. MacMillan requested that the Board accepts the Audit Scotland audit report, approves the Annual Accounts which enables Ms. Bozkurt to sign the letter of representation. Members formally agreed.

**Decision: The Annual Accounts report was approved**

**Action: No action required.**

### 5.2 Chief Finance Officer Month 4 Report

Ms. Bozkurt presented Members with the monthly report, which shows an overspend of £420k at the month end and projecting an underspend of £296k at the year end. The main areas of year end variances are Acute Nursing (£123k), Homecare £497k, Mental Health placements (£207k), Residential Care £406k, GP Prescribing (£199k) and adult care and supported services £152k.

Ms. Bozkurt eluded to the reason for the high level of vacancies, currently 112, as the available working population is extremely low with only 40 women registered as available for work.

Ms. Munro reflected on the challenges facing care homes in obtaining carers. As care homes have a limited resource they are unable to pay higher wages and therefore people gravitate to other sectors of employment.

Members emphasised the difficulty in attracting people to the islands as well as the available workforce with work within hospitality and tourism far outweighing those actively looking to work in the care and health sector.

The Chair thanked everyone for their views in relation to the employment challenges facing the Board, however it was recognised that the IJB needs to support the Parent Bodies in finding and employing the needed workforce.

**Decision: The Board formally noted the report.**

**Action: No action required.**





## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

### 6. GOVERNANCE

#### 6.1 Best Value

Dr. Culley drew colleagues' attention to the report on Best Value framework, achieving Best Value is about ensuring sound governance, good management, public reporting on performance and a focus on improvement. The framework sets out the themes:

- Vision and Strategic Direction
- Effectiveness of our Partnership
- Governance and Accountability
- Use of Resources
- Performance Management and Improvement

Dr. Culley recommended:

- A) Approves the proposed Best Value framework for Cùram is Slàinte;
- B) Approves the self-assessment for 2017-18;
- C) Agrees that future self-assessments be considered by the Audit Sub-committee.

The Chair thanked Dr. Culley for the report and Members supported the recommendations.

**Decision:** The Board formally:

- **Approved Best Value framework for Cùram is Slàinte;**
- **Approved the self-assessment for 2017-18; and**
- **Agreed that future self-assessments be considered by the Audit Sub-committee.**

**Action:** No action required.





## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

### 6.2 Report from the IJB Development Day

#### 6.2.1 Appendix 1 – IJ Accountability

#### 6.2.2 Appendix 2 – IJB Engagement

Dr. Culley reflected on the comments by the Scottish Government Health & Sport Committee on the visibility of IJBs and Health & Social Care Partnerships. Building on the recommendations of the Parliament overview and local feedback, the following recommendations were discussed

- Strengthen links between the IJB and Locality Planning Groups by ensuring that one IJB member attends each Locality Planning Group (currently, there is no IJB member on the Rural Lewis or Barra LPG)
- Undertake an annual meeting between the Chair and Vice Chair of the IJB and the five LPG Chairs
- Make better use of IJB members when we are undertaking workshops or sessions with local stakeholder groups
- Develop a community engagement post, funded in the short-term from reserves (which was agreed as part of our investment strategy), to support wider community development, locality planning and IJB communications;
- Make better use of the local print media (such as the Events publication) to profile our work as a health and social care partnership.

Members supported the recommendations.

A comment was noted by a Member to circulate the minutes/note of the Locality Planning Group meetings. Dr. Culley would discuss this with other operational colleagues.

**Decision:** The Board formally:

a) Agreed to the recommendations noted above.

**Action:** Locality Planning Group Minutes to be circulated to Members

**Ron Culley**



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

### 6.3 Appointments of Standards Officer

Dr. Culley noted his thanks to Ms. Lesley MacDonald for all her guidance and support provided to the IJB since its inauguration, following her retirement in September 2018.

It was recommended, following discussion, that two representatives from the Comhairle would be the appointed Standards Officer, Mr. Malcolm Burr, Chief Executive and Mr. Tim Langley, Solicitor within Legal Services.

Members agreed.

**Decision:** The Board formally approved the appointment of Malcolm Burr and Tim Langley as Standards Officers for the IJB.

**Action:** No action required

### 6.4 IJB Corporate Support

Dr. Culley provided an update to Board Members on those members of staff from both parent bodies that continue to support the corporate function of the IJB. The report was for information.

The Chair wished to express the thanks of the Board for the continued support provided.

**Decision:** The Board formally noted the report.

**Action:** No action required.

### 6.5 Joint Inspection of Older People's Care

The Chief Officer, Dr. Culley notified the Board of the joint inspection of older people's services. He noted that the language within the report reflects the confidence the Inspectorate has in the partnership, however it also denotes that more work is required on specific areas.

Members commented on the fact that the partnership is in its infant stage, even with the progress noted. However there is no indication as to when the next inspection will be held.

Ms. MacSween advised that since the inspection the Inspectorate have been drip-fed information. She noted that the revised framework the Inspectorate assesses care homes may squash the grades which may have an impact on both the evaluation scoring as well as development need.



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

**Decision:** The Board formally noted the published report from the joint Inspectorate Team, and also noted the progress made in delivering high quality service to older people.

**Action:** No action required.

1130-1145 ~ refreshment break

### **7. STRATEGY AND POLOCY**

#### **7.1 Specialist Dementia Care**

##### **7.1.1 Appendix 1 – Community Care Benchmarking**

The Chief Officer, Dr. Culley, presented Members with the report on Specialist Dementia Care. The report focuses on the work being done to support people with dementia and highlighted the four specific issues that have emerged that required addressing:

1. Capacity and capability of medical wards to support acutely ill dementia patients
2. Capacity and capability of the community care system
3. The need to ensure effective processes and environments are in place to support the assessment of dementia diagnosis
4. The need to consider a recently published Scottish Government commissioned paper on the delivery of specialist dementia care.

The Chair thanked Dr. Culley for the report, with Members deliberating and scrutinising the content of the report.

**Decision:** The Board formally

- a) **Noted the wider strategic position and interplay between mental health redesign and the redesign of residential care in Lewis**
- b) **Noted the work being undertaken in relation to the four areas highlighted above**
- c) **Noted the contents and recommendations of the Scottish Government commissioned report “Transforming Specialist Dementia Hospital Care”**
- d) **Agreed that while the Board takes cognisance of the report as part of our ongoing effort to redesign services, we should not accede to the request from the Scottish Government not to charge patients discharged from dementia wards to community care; nor commission a specialist dementia unit in the Western Isles given our population size and resources.**

**Action:** No action required



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

### 7.2 Lewis Residential Care [Taken in Private]

The Board discussed and deliberated over the information presented on Lewis Residential Care.

**Decision:** The Board formally approved and noted the recommendations.

**Action:** No action required.

### 7.3 Care Units [Taken in Private]

The Board discussed and deliberated over the paper presented on Care Units.

**Decision:** The Board formally approved and noted the recommendations.

**Action:** No action required.

### 7.4 Care Home Procurement [Taken in Private]

The Board discussed the paper presented on Care Home Procurement.

**Decision:** The Board formally approved the recommendations.

**Action:** No action required.

### 7.5 Workforce Plan

#### 7.5.1 Appendix 1 – Workforce and Organisational Development Strategy – Action Plan

Dr. Culley, Chief Officer, presented the Plan to Members noting that the IJB is required by statute to develop and implement an integrated workforce plan, which was approved 3 years ago. Good progress has been made, however the level of vacancies being seen is causing concern and is impacting on the delivery of services. The level of investment in additional staffing across primary and community care over the next 3 years is vital to ensure continuation of service delivery.

The Chair reflected on the discussion to date and the main risk to the organisation, and for both parent bodies, is attracting people fill vacancies. It was noted that this may require all collective workshop to look at all potential ways to encourage people to migrate to the Western Isles.

**Decision:** The Board formally:

a) Agreed to refresh the workforce plan of Curam is Slainte

b) Noted that the workforce position is already impacting service sustainability

**Action:** Review the possibility of a collective discussion on workforce

**Ron Culley**



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

### **7.6 Development of Learning Disability Strategy**

Dr. Culley advised that the Board has a responsibility for directing a wide range of health and social care services, including support for adults with disabilities. It was noted that a new Strategy will be developed to support adults with a learning disability. Two workshops will be held, one in Stornoway on the 2<sup>nd</sup> November and one in Benbecula on the 8<sup>th</sup> November.

The Chair welcomed the development of a new Strategy and thanked on behalf of the whole Board for the work being carried out to date.

**Decision: The Board formally:**

- a) **Noted the dates of the two workshops, which members are encouraged to attend**
- b) **Agreed to the development of a subsequent strategy**

**Action: No action required**

### **7.7 Primary Care Improvement Plan**

#### **7.7.1 Appendix 1 – Primary Care Letter to GPs**

Dr. Culley advised Members of the agreed GP Contract, agreed between the Scottish Government and the British Medical Association, to support the ongoing development of primary care services in Scotland.

It was noted that the funding of general practice in Scotland will be reformed and a phased approach is proposed with Phase One which started in April 2018, and the reform will end by March 2021.

Dr. Culley advised of amendments made to page 23 which was completed before sending to the Scottish Government.

The Chair thanked Dr. Culley and all those involved in coming to a local agreement

**Decision: The Board formally:**

- a) **Noted the agreed plan (Annex1) which has been submitted to the Scottish Government**
- b) **Noted that the IJB provides Direction to the Health Board to build capacity, as outlined in the plan, using the Primary Care Transformational fund.**

**Action: No action required.**



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

### 8. PERFORMANCE AND ASSURANCE

#### 8.1 IJB Strategic Risk Register

The strategic risks were presented for information. Dr. Culley advised that the risk causing the most impact across all service delivery pertains to the difficulty in being able to attract and recruit to vacancies.

**Decision:** The Board formally noted the report

**Action:** No action required.

#### 8.2 IJB Directions

##### 8.2.1 IJB Strategic Plan Directions Annex A

Dr. Culley provided a review of the Directions given to the parent bodies from the IJB. Dr. Culley advised that the template requires further refinement and a revised direction note will be provided in due course.

Dr. Culley advised that Direction 1 – Dental, requires further discussion between Mr. Jamieson and Ms. Bozkurt and will be presented in early 2019.

**Decision:** The Board formally noted the Direction

**Action:** Refined Direction template

**Provide an update on the dental service and present in early 2019**

**Ron Culley**

**Debbie Bozkurt**

#### 8.3 Strategic Plan Implementation Report

Dr. Ron Culley provided Members with the status of progress being made in implementing the Strategic Plan. Progress is being made in many areas, such as:

- Bed-based step-up step-down care developed ~ a new intermediate care service has now been fully developed. The team combines OT, Physio and care input. However the service has been hampered by recruitment challenges.

The Chair thanked Dr. Culley for the update and expressed the thanks of the Board to the staff for their endeavours by raising the standard for patients, staff and carers.

**Decision:** The Board formally noted the progress of the Implementation plan.

**Action:** No action required.



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

### 8.4 IJB Performance Dashboard

Dr. Culley reported to the Board the performance position to date. He commented that the trends continue, more efficient in terms of getting patients through the system but still not making progress on stopping patients getting into hospital. There is a need to build up the provision within the community to support patients and enable them to stay at home earlier in their treatment.

The “dashboard” data, noting the graphics on page 6, dictates real time data, enabling the clinicians and management to utilise the whole system more efficiently and effectively.

**Decision:** The Board formally noted the report.

**Action:** No action required.

### 9. DATE AND TIME OF NEXT MEETING

Date: 18.12.18

Time: 10.00am

Location: Lecture Room, Education Unit, Western Isles Hospital

The Chair thanked everyone for their contribution to the discussion and brought the meeting to a close at 1.15pm.

**END**