

Annex A – Directions to Comhairle Nan Eilean Siar. All of these services will be directly managed by the Chief Officer, Health and Social Care. Relevant heads of service are identified in the second column.

Function	Operational Delivery Arrangements	2019/20 Budgetary Provision	Link to Strategic Plan
Residential and Nursing Care	<p>CNES will provide residential and nursing care from within its own service and will commission from third and independent sector providers within and outside of the Western Isles in accordance with the Social Work (Scotland) Act and 1968 CEL 32 (choice directions).</p> <p>CNES will deliver a residential care home service across the following care venues:</p> <ul style="list-style-type: none"> - Dun Eisdean - Dun Berisay - Harris House - Trianaid - Sacred Heart - St Brendan's <p>The residential care service will operate under the direction of the Head of Partnership Services.</p> <p>The commissioning of residential and nursing care from third and independent sector providers will be undertaken under the direction of the Head of Partnership Services (pending structural changes).</p>	<p>£4.253m</p> <p>Notes:- 1. The budget assumes an opportunistic saving on vacancies will be made</p> <p>£1.630m</p> <p>Notes:- 1. The Comhairle has re-tendered contracts with all external care home providers and has established an agreed rate for 2019/20. 2. In order to meet the terms of the Scottish Government settlement, agreement will be reached between the Comhairle and third and independent sector providers to pay care staff a living wage</p>	<p>Key Deliverables: 1, 4, 8, 11, 12, 18, 22, 23, 24</p> <p>Notes:-</p> <p>Work is ongoing in respect of the future care home estate in Lewis, including the development of extra care housing. The delivery of the new campus at Goathill is fundamental to the IJB's strategic plan.</p> <p>Similar work is being undertaken in respect of the redesign of St Brendan's campus in Castlebay, with investment of £2.9m set aside by the Comhairle.</p>

Function	Operational Delivery Arrangements	2019/20 Budgetary Provision	Link to Strategic Plan
Care at Home	<p>CNES will meet assessed need under the Social Care (Self-directed Support) (Scotland) Act 2013 and all relevant preceding legislation</p> <p>CNES will deliver a home care service across the five localities of the Integration Joint Board. The home care service will operate under the direction of the Head of Partnership Services (pending structural changes).</p> <p>CNES will meet assessed need under the Social Care (Self-directed Support) (Scotland) Act 2013, CNES will also commission or provide home care services from third sector providers (and/or offer a direct payment), as required in response to need and within available resources. The commissioning of care from third and independent sector providers will be undertaken under the direction of the Head of Partnership Services.</p>	<p>£5.070m</p> <p>Notes:-</p> <ol style="list-style-type: none"> 1. The budget assumes an opportunistic saving on vacancies will be made 2. The intermediate care budget will be reduced to account for frozen posts <p>£0.277m</p> <ol style="list-style-type: none"> 1. On behalf of CNES and the IJB, officials will work with our third sector partners to reduce the cost of high-tariff packages of care by £100k 2. In order to meet the terms of the Scottish Government settlement, agreement will be reached between the Comhairle and third and independent sector providers to pay care staff a living wage 3. In order to deliver more efficient services, we will reduce third sector spot purchasing budgets in Uist and transfer resource into the Comhairle service, saving £60k 	<p>Key Deliverables:- 1, 2, 4, 5, 6, 7, 11, 13, 18, 23, 24, 25</p> <p>The IJB will develop integrated front-line delivery, building on two over-arching principles:</p> <ul style="list-style-type: none"> - Putting the person at the centre of care with an emphasis on encouraging self-help and independence and in the active involvement of family, neighbours and the wider community. - A strong focus on preventing unnecessary admission to hospital and ensuring those being discharged from hospital are cared for in comfort at home or in a community setting.

Function	Operational Delivery Arrangements	2019/20 Budgetary Provision	Link to Strategic Plan
Criminal Justice Social Work	CNES will deliver a criminal justice social work service across the Western Isles. The service will operate under the direction of the Head of Partnership Services.	<p>£0.241</p> <p>Notes:</p> <ol style="list-style-type: none"> 1. The Criminal Justice Social Work function will have the full ring-fenced Scottish Government grant made available to support activity. 2. The ASBO post will be frozen, delivering £10k of savings across the year 	<p>Key Deliverables;- 1, 2, 4, 9, 13, 14</p> <p>The Community Justice Partnership will be supported by the IJB in respect of the delivery of the Community Justice Outcomes Improvement Plan</p>
Assessment and Care Management	CNES will deliver an assessment and care management service across the Western Isles, as directed by the Social Work (Scotland) Act 1968 and subsequent legislation enshrining the principles of Self-Directed Support and Adult Support and Protection. The service will operate under the direction of the Head of Partnership Services.	<p>£1.194m</p> <p>Notes:-</p> <ol style="list-style-type: none"> 1. The social work function will continue to lead on demand reduction (cost avoidance) strategies to support people at home 	<p>Key Deliverables;- 1, 2, 4, 5, 6, 7, 8, 9, 12, 13, 14, 16,</p> <p>The assessment and care management team will continue to make progress on the implementation of Self-Directed Support and through more integrated assessment arrangements with NHS services.</p>
Housing	<p>CNES will commission Tighean Innse Gall (TIG) to provide a general care and repair service and ancillary projects to deliver adaptations and other preventative services which assist people to live independently in the community.</p> <p>The service will be commissioned under the direction of the Head of Partnership Services.</p>	<p>£0.306m</p> <p>Notes:-</p> <ol style="list-style-type: none"> 1. The grant funding for TIG for 2018/19 has been frozen for a further year 	<p>Key Deliverable 6, 7, 12, 13</p> <p>We will work with our partners in TIG to ensure that the existing housing stock is maintained and approved to ensure that our wider goal of keeping people independent at home is achieved.</p>

Function	Operational Delivery Arrangements	2019/20 Budgetary Provision	Link to Strategic Plan
Adult Care and Support	<p>CNES will meet assessed need under the Social Care (Self-directed Support) (Scotland) Act 2013 and all relevant preceding legislation</p> <p>CNES will deliver a service across the five localities of the Integration Joint Board. The service will operate under the direction of the Head of Locality Services</p> <p>A residential and housing support service will operate from the Ardseileach facility in Stornoway. Care Units will operate in Carloway, Point and Uig.</p>	<p>£2.832m</p> <p>Notes:-</p> <ol style="list-style-type: none"> 1. The budget assumes that additional management capacity will be developed, to support the improvement of services to adults with disabilities 2. The budget assumes that savings will be made in year from the redesign of the care units 	<p>Key Deliverables:- 1, 2, 4, 5, 9, 12, 13, 16, 21, 23, 23</p> <p>Notes:- An Exceptional Care Board will continue to align resources and maximise efficiencies.</p>
Community Care and Support - including Support for Carers	<p>CNES will fulfil all obligations under the Carers (Scotland) Act 2016. This includes the development of a local carers strategy, arrangements made in respect of statutory duties to assess carers' needs, and consideration given to those needs by way of support and service provision.</p> <p>CNES also commission services from third sector providers (and/or offer a direct payment), as required in response to need and within available resources. The commissioning of care from third and independent sector providers will be undertaken under the direction of the Head of Partnership Services.</p> <p>CNES will also commission services from mainland providers, as required in response to need and within available resources. The commissioning of care will be undertaken under the direction of the Head of Partnership Services.</p>	<p>£1.134m</p> <p>Notes:-</p> <ol style="list-style-type: none"> 4. In order to meet the terms of the Scottish Government settlement, agreement will be reached between the Comhairle and third and independent sector providers to pay care staff a living wage <p>£1.420m</p> <p>Notes:-</p> <ol style="list-style-type: none"> 1. This takes account of efficiency savings of £100,000 	<p>The Comhairle will expand its assessment and care management capacity in order to meet new statutory duties from the Carers Act. Additional resources will be invested in care and support options for carers to continue in their caring role.</p>

In addition, a Comhairle budget of £0.960m, representing senior management and administrative support, is managed by the Chief Officer but excluded from the Directions.

Annex B – Directions to NHS Western Isles (directly managed services). All of these services will be directly managed by the Chief Officer, Health and Social Care. Relevant heads of service are identified in the second column.

Function	Operational Delivery Arrangements	Budgetary Provision	Delivery of Strategic Plan
General Medical Services, including general prescribing	<p>In accordance with the National Health Service (Scotland) Act 1978, NHS Western Isles will secure General Medical Services (GMS) through the national GMS contract.</p> <p>The GMS contract will be protected at previous income levels, in accordance with the national policy and MoU.</p> <p>The Associate Medical Director and primary care manager will be responsible for liaising with GP practices to ensure that secure contractual arrangements are in place.</p> <p>These arrangements will also cover general prescribing services</p>	<p>£6.545m</p> <p>Notes:- To be delivered in line with the national GMS contract.</p> <p>£5.728m</p> <p>Notes:-</p> <ol style="list-style-type: none"> 1. Included in the above figure is £50,000 which has been identified as a saving in relation to prescribing 2. Additional resource of circa £300,000 is anticipated to be required to support the directions given under the Primary Care Improvement Plan. 	<p>Key deliverables:- 1, 3, 4, 9, 10, 11, 15, 17, 18, 20, 23</p> <p>Notes:-</p> <p>With a new contract in place, General Practice is changing to a model of greater collaboration in the care of patients, with multi-professional teams. To enable this, the contract with GPs is in transition – we are moving towards the widespread adoption of cluster working (where GP practices will seek to learn from each other to improve quality) and develop a more diverse range of services provided by a range of professionals, such as Advanced Nurse Practitioners, Physician Assistants or Paramedics. In addition, GPs will be supported to exert greater influence over local health and social care systems to ensure that they are more responsive to patients' needs. We are also working to enhance our GP workforce through a specific primary care recruitment and retention programme. A local Primary Care Improvement Plan is in place, with subsequent direction given to NHS Western Isles in respect of the implementation of national and local priorities.</p>

Function	Operational Delivery Arrangements	Budgetary Provision	Delivery of Strategic Plan
Inpatient hospital services provided by General Medical Practitioners (Uist and Barra Hospital) (St Brendan's Hospital)	In accordance with the National Health Service (Scotland) Act 1978, NHS Western Isles will provide community medical services. The service will be secured under the direction of the Associate Medical Director.	£0.250m	Key deliverables:- 1, 3, 4, 9, 10, 11, 15, 17, 18, 20, 23
General Pharmaceutical Services	In accordance with the National Health Service (Scotland) Act 1978, NHS Western Isles will secure General Pharmaceutical Services. This includes contracting with three independent pharmacies in the Stornoway and Broadbay locality.	£1.162m Notes:- This is a non-discretionary allocation from the Scottish Government	Strategic Deliverables:- 1, 3, 14, 22
General Ophthalmic Services	In accordance with the National Health Service (Scotland) Act 1978, NHS Western Isles will secure General Ophthalmic Services. This includes contracting with two independent opticians operating in the Stornoway area.	£0.447m Notes:- This is a non-discretionary allocation from the Scottish Government	Strategic Deliverables:- 1, 3, 14, 22
Out Of Hours Primary Medical Services	In accordance with the National Health Service (Scotland) Act 1978, NHS Western Isles will secure an effective Out of Hours service. The service will operate under the direction of the Associate Medical Director and the Hospitals Manager	£0.935m Notes:- The investment of this resource will shift towards a system of Out of Hours Care in Lewis and Harris which is secondary care based. This will provide additional resilience, as part of wider reforms.	Strategic Deliverables:- 2, 10, 11, 15, 18 Following the national review of urgent care, there will be a local review of the way care and support is delivered during the Out of Hours period, which will align with the new GP contract reforms around urgent care. This work will be supported during 2019/20, with a view to putting new operational arrangements in place during 2020/21.

Function	Operational Delivery Arrangements	Budgetary Provision	Delivery of Strategic Plan
AHP services	<p>In accordance with the National Health Service (Scotland) Act 1978, NHS Western Isles will deliver AHP services across the Western Isles to people over the age of 18. The services will operate under the direction of the Head of Partnership Services</p> <p>The services include:</p> <p>Dietetics Podiatry Occupational Therapy Physiotherapy</p> <p>Notes:- The budget for Speech and Language therapy is retained by NHS Western Isles. The services will operate under the direction of the Head of Partnership Services</p>	<p>£0.199m £0.520m £0.668m £0.993m</p> <p>Notes:-</p> <ol style="list-style-type: none"> 1. This takes account of efficiency savings of £40,000 2. All AHP services will require to redesign in order to support transformational goals, in line with national policy 3. Specific contributions will be made by physiotherapy and occupational therapy to the intermediate care agenda, as described in the IJB investment plan 	<p>Strategic Deliverables:- 1, 2, 4, 6, 7, 8, 15, 20</p> <p>Notes:- AHP services will play an important role in maintaining the personal independence of service users.</p> <p>The evidence base for reablement is now well documented, and it indicates that intensive support following a period of illness or hospitalisation can avoid or reduce long-term care requirements. This has the benefit of improving outcomes for users of the service and will reduce costs associated with growing dependency. In addition, where reablement has been introduced, there has been a positive impact on home care staff, with higher morale and commitment, maximising staff knowledge and skills, developing group identity and increasing confidence. This approach will feature prominently in the new intermediate care service.</p> <p>A local strategy will be prepared to give effect to the national policy framework</p>

Function	Operational Delivery Arrangements	Budgetary Provision	Delivery of Strategic Plan
Public Dental Services/General Dental Services	<p>In accordance with the National Health Service (Scotland) Act 1978, NHS Western Isles will provide a public dental service across the Western Isles</p> <p>The service will operate under the direction of Director of Dental Services.</p>	<p>£2.926m</p> <p>Notes:- This takes account of efficiency savings of £217,000 as activity shifts to the new independent practice in Stornoway</p>	<p>Key Deliverables:- 1, 22</p> <p>Notes:- NHS Western Isles will seek to achieve maximum efficiency and flexibility from the Public Dental Service, to ensure that need is met across the population. In addition, service redesign will be undertaken in alignment with the Scottish Government's Oral Health Plan.</p>
Independent Dental Practitioners	<p>Support will be given to the new independent practice operating in Stornoway</p>	<p>£0.375m</p>	
Mental Health Services, including NHS learning disability services	<p>In accordance with the National Health Service (Scotland) Act 1978, and the Mental Health (Care and Treatment (Scotland) Act 2003, NHS Western Isles will provide a mental health service to people aged over 18.</p> <p>The service will operate under the direction of the Associate Director of Mental Health and Learning Disabilities.</p>	<p>£2.979m</p> <p>Notes:- This takes account of efficiency savings of £30,000.</p> <p>One-off resource of £150,000 will be held in reserve to support transformation.</p>	<p>Key Deliverables:- 1, 2, 4, 6, 9, 10, 11, 12, 13, 14</p> <p>Notes:- We want to transform our mental health services by shifting the balance of care away from an institutional and medical model to a community model which focuses on recovery - this is about a person staying in control of their life despite experiencing a mental health problem. We want to empower people to make positive choices. We want to provide enhanced levels of care and support to patients outside of hospital, closer to peoples' own home environments.</p>

Function	Operational Delivery Arrangements	Budgetary Provision	Delivery of Strategic Plan
Community Nursing, including continence services and palliative care	<p>In accordance with the National Health Service (Scotland) Act 1978, and the Mental Health (Care and Treatment (Scotland) Act 2003, NHS Western Isles will provide a community nursing service.</p> <p>The service will operate under the direction of the Lead Nurse.</p>	<p>£2.949m</p> <p>Notes:- This takes account of efficiency savings of £63,000</p>	<p>Key Deliverables:- 1, 2, 4, 5, 6, 7, 11, 13, 18, 23, 24</p> <p>Notes:- NHS Western Isles will deliver community nursing services, based on two over-arching principles:</p>
Community Hospitals	<p>The service will operate under the direction of Lead Nurse Community and NHS Western Isles Hospital Manager</p>	<p>£2.273m</p>	<ul style="list-style-type: none"> - Putting the person at the centre of care with an emphasis on encouraging self-help and independence and in the active involvement of family, neighbours and the wider community. - A strong focus on preventing unnecessary admission to hospital and ensuring those being discharged from hospital are cared for in comfort at home or in a community setting.
Palliative care services	<p>NHS Western Isles commissions Bethesda to deliver palliative and hospice care</p>	<p>£0.193m</p> <p>Notes:- This sum will be reviewed in line with national guidance and in response to the local commissioning plan for palliative and end of life care</p>	
Externally commissioned care services, care packages and funding	<p>NHS Western Isles commissions a range of complex care packages in partnership with CNES</p>	<p>£1.7m</p>	
Mainland Placements	<p>NHS Western Isles commissions a range of complex care packages from mainland providers</p> <p>These budget lines will operate under the direction of the Medical Director</p>	<p>£0.648m</p> <p>Notes:- A target saving of £100,000 has been placed against the mainland placement budget line</p>	

Function	Operational Delivery Arrangements	Budgetary Provision	Delivery of Strategic Plan
Health Visiting and School Nursing	<p>In accordance with the National Health Service (Scotland) Act 1978, and the Mental Health (Care and Treatment (Scotland) Act 2003, NHS Western Isles will provide a community nursing service.</p> <p>The service will operate under the direction of the Lead Nurse.</p>	<p>£0.918m</p> <p>Notes:- This takes account of national re-banding</p>	<p>Strategic Deliverables:- 1, 2, 13, 16, 17</p> <p>Notes:- The overall health visiting workforce has grown in response to legislation and Scottish Government direction.</p>

In addition an NHS WI budget of £651k, representing senior management and administrative support, is managed by the Chief Officer but excluded from the Directions.

Annex C – Directions to NHS Western Isles (hospital budget). The operational management of this service will be determined by NHS Western Isles

Function	Operational Delivery Arrangements	Budgetary Provision	Link to Strategic Plan
<p>Inpatient care relating to the following:-</p> <ul style="list-style-type: none"> - General medicine - Geriatric medicine - Rehabilitation medicine - Respiratory medicine - Palliative care - Treatment of drug or alcohol misuse <p>Geriatric Medicine outside of a hospital</p>	<p>In accordance with the National Health Service (Scotland) Act 1978, NHS Western Isles will provide Accident and Emergency and inpatient care within the Western Isles Hospital in respect of the delegated functions</p> <p>The operational management of this service will be determined by NHS Western Isles</p>	<p>£5.969m</p> <p>Notes:- This takes account of efficiency savings of £250,000</p>	<p>Key Deliverables: 3, 7, 8, 9, 11, 18, 19, 20</p> <p>Notes:- The strategic plan indicates that we will begin to see a shift in resources from hospital based care to primary and community care over the next three years, as evidenced by the closure of the Clisham Ward during 2018/19.</p>

Annex D – Directions to Outer Hebrides Alcohol and Drugs Partnership

Function	Operational Delivery Arrangements	Budgetary Provision	Delivery of Strategic Plan
Public Health Services	To be decided in response to ADP commissioning plan.	£0.669m	<p>Key Deliverables:- 1, 2, 5, 9, 14</p> <p>The IJB will support the ADP to deliver a 'Recovery Orientated System of Care', which encourages a person to stay in control of their life despite being dependent on alcohol. The ADP will continue to develop its commissioning methodologies, to ensure that we respond to population need, develop evidence based service responses and review the effectiveness of implementation.</p> <p>Associated HEAT standards will also pass to the ADP for delivery</p>

