



# CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 24.06.21  
Agenda Item: 5.1.1  
Purpose: For Approval

Western Isles Integration Joint Board  
held on the 25 February 2021 at 10.00am,  
via Microsoft Teams

## **Voting Members Present:**

Cllr. Norman A. MacDonald  
Cllr. Kenny John MacLeod  
Mrs. Georgina Marczak  
Mrs. Gillian McCannon

Councillor, CnES  
Councillor, CnES / Vice Chair of IJB  
Non-Executive Director, NHS WI  
Non-Executive Director, NHS WI  
(Chair of the meeting)  
Councillor, CnES  
Councillor, CnES

Cllr. Angus Morrison  
Cllr. Paul Steele

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

Ms. Debbie Bozkurt  
Mr. Nick Fayers  
Mr. David Gibson  
Dr. Lise Hertel  
Ms. Dene MacLeod  
Mr. Hector MacLeod  
Mrs. Morag Munro  
Mr. Angus Murray  
Mrs. Dana Murray  
Dr. Francis Tierney

Chief Finance Officer, IJB  
Chief Officer, IJB  
Chief Social Work Officer, CnES  
Ass. Medical Director Primary Care  
Chief Executive Hebridean Housing Partnership  
Third Sector Representative  
Third Sector Representative  
Union Representative, CnES  
Union Representative, NHS WI  
Scottish Ambulance Service

## **In Attendance:**

Mr. Ray Buist  
Mr. Malcolm Burr  
Mr. Martin Malcolm  
Mrs. Avril Keen  
Mr. Tim Langley  
Mr. Jack Libby  
Mrs. Emma MacSween  
Mrs. Michelle McPhail

External Auditor, Audit Scotland  
Chief Executive, CnES  
Head of Public Health Intelligence, NHS WI  
Director of Human Resources, NHS WI  
CnES Lawyer  
Head of Community Services, CnES  
Head of Partnership Services, CnES  
Business Manager, NHS WI

## **1. WELCOME**

Mrs. McCannon, took the chair and led the meeting, welcoming all those attending the session, specifically welcoming Mr. Nick Fayers and Mrs. Karen France to their first meeting.



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Integration Joint Board 24.06.21  
Agenda Item: 5.1.1  
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## 2. APOLOGIES

Mrs. Ann Moqbel	Service User Representative
Mr. Gordon Jamieson	Chief Executive, NHS WI
Dr. David Rigby	Non-Executive Director, NHS WI - Proxy
Dr. Maggie Watts	Director of Public Health, NHS WI - Proxy
Donald MacAulay	Scottish Ambulance Service
Kathleen McCulloch	Lead Nurse Community Services

## 3. DECLARATIONS OF INTEREST

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

## 4. GOVERNANCE MEMBERSHIP

### 4.1 Membership of the IJB update

Mrs. McPhail advised that NHS Western Isles will have Non-Executive Directors appointed in March and April and therefore will be in a position to appoint voting members to the IJB.

### 4.2 Declaration of Interests – registration

Mrs. McPhail explained that further to correspondence to all members to review their individual declaration of interests, only 9 people have made a return.

Mrs. McPhail iterated the need, and legal duty, that each Member reviews their registration and provide the revised information as a matter of urgency. The updated register will be presented at the June meeting.

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

**Action:** All members to provide their declaration of interests as a matter of urgency.



# CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 24.06.21  
Agenda Item: 5.1.1  
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## 5. MINUTES

### 5.1 IJB Minutes of 17.12.20

The Minutes of the Integration Joint Board held on 17 December 2020 were approved as an accurate record of the discussion.

**Decision: The Board formally approved all the Minutes presented.**

**Action: No action.**

### 5.2 Matters Arising

There was no issues arising raised.

### 5.3 Action Points

The following points were raised:

**26.09.19 - 7.4 Review of Locality planning** ~ Nick Fayers, Chief Officer advised that he is undertaking an assessment of need. Discussions have been held with LPG Chairs to discuss potential Terms of Reference. **UPDATE**

**26.09.19 – 8.2 – Uist Dental** – Cllr. Steele asked that any update reports presented should indicate how the dental chairs are/will be utilised. **UPDATE**

**Decision: The above remarks will be reflected in the updated Action Points.**

**Action: Update as noted above.**

The Chair asked for an update from Cllr. Morrison, Chair of the IJB Audit Committee. Cllr. Morrison advised that the Committee met on 10 February 2021, discussing the outstanding internal audit reports. Enabling an extension to the end of May will allow the Chief Officer, Nick Fayers, time to assess and make management responses to Internal Audit.

In assessing the Audit Plan for 21/22, 20 days have been allocated to undertake the review, however the Audit Committee have agreed to provide additional days to the Chief Internal Auditor, Paul MacAskill, should they be required and subject to advance formal approval by the Committee Chair and Vice-Chair.

External Audit Plan from Audit Scotland will be presented to the Committee by the April '21 for consideration and noting.



The Chair of the IJB thanked Cllr. Morrison for his update reflecting on the benefits in reviewing how the IJB engages with the Locality Planning Group.

## **6. FINANCIAL PERFORMANCE**

### **6.1 Chief Finance Officers Financial Monitoring Report Month 9 – 31 December 2021**

Ms. Bozkurt presented the Month 9 Chief Finance Officer report to Members.

The position at 31<sup>st</sup> December 2021 denotes an overspend of £110k and projecting a breakeven position once budgeted reserves and contingency have been applied.

The review of the Month 9 position highlighted the following points:

- The IJB received all the asked covid funding equating to £2,527,649.
- Funding of £329k was received, covering the prescribing cost associated with Covid-19.
- £340k obtained for winter pressure.
- Overspend in General Medical Consultants of £88k with a projected overspend of £131k. Even though this is an overspend it is a vast improvement on the previous year where a £700k overspend at year end was recorded.

Members reflected on sections of the report, with Cllr. MacLeod noting the comments made at the level of vacancies and the need to complete the Workforce Strategy and asked when this will be ready to implement to support service delivery.

Mr. Fayers confirmed that there was no holding of vacancies / posts linked to financial efficiencies. It was noted that during the Lewis outbreak, over a period of 3-4 weeks a number of people had to self-isolate given their close contact with a positive case. This applied a significant level of pressure and high risk to continue to deliver services. It is imperative to have the Workforce Strategy to support recruitment.

The Chair thanked members for their input to the discussion, raising pertinent points which need to be addressed to enable services to be delivered efficiently and safely for both patients/clients and staff. The Chair asked the Chief Officer to keep the Board updated regularly.

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

**Action: No actions required.**



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 24.06.21  
Agenda Item: 5.1.1  
Purpose: For Approval

### 6.2 IJB Budget 2021/2022

Debbie Bozkurt, Chief Finance Officer, presented the draft budget for members' information and review.

A level of uplift has been applied covering anticipated costs of service delivery including inflation and quantifiable cost pressures, including increase in 21/22 off-island placements, increased care packages, and any changes to staff terms and conditions including pay uplift.

It was noted the assumptions the Chief Finance Officer has made of the Comhairle monies passed to the IJB will be £429k greater than in 19/20 recurrent budget and that NHS monies will include the % uplift received from Scottish Government.

Ms. Bozkurt noted the anticipated cost to deliver services is £68,380m, which leaves a funding shortfall of £3.577m. Identified savings equates to £2.084m and the use of non-recurring social care funding of £0.700m the IJB is showing present funding gap of £0.793m.

The Chief Officer, Nick Fayers, reflected on the current position of being in an emergency footing of the pandemic as well as implementing the remobilisation plan, will assist with transformation change

Members deliberated and scrutinised the report, debating the level of savings required to enable a breakeven budget, the potential ring-fenced funding, further covid support and vaccination roll-out.

Members noted the provision of Adult Social Care, commenting upon the lack of funding by government to meet the needs of the service, however the report by Dr. Feeley needs to be actioned. The Chair and Chief Officer advised that following the appointment of the new administration within government in May will dictate which of the 53 recommendations should be addressed and how.

The Chair advised that once this is known further discussion by the IJB will be required.

The Chair reflected on the review and scrutiny of the draft budget by Members, the IJB formally noted its content and challenges.

**Decision:** The IJB formally noted the draft budget.

**Action:** Future discussion on the Independent Review of Adult Social Care in Scotland will be held once the Scottish Government advice on the priorities.



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 24.06.21  
Agenda Item: 5.1.1  
Purpose: For Approval

### 7. GOVERNANCE

#### 7.1 Chief Officers Update

Nick Fayers, Chief Officer, provided a verbal update to Members of the IJB. He advised of the Derek Feely report on the Independent Review of Social Care in Scotland, on human rights aspect, lived experience and the recognition of the funding gap in the coming year.

He indicated the need to look at all aspects in conjunction with each other including, strategic need –v- financial availability –v- workforce availability/need. All elements are interlinked to meet transformation change. Over the first 6 months of the next fiscal year, review of services, in light of a period of recovery and remobilisation of services is paramount. The main areas of priority are Delayed Discharges; Mental Health and Primary Care.

The Chair thanked the Chief Officer for his initial overview of prioritisation and welcomed future reports.

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

**Action:** No action required.

#### 7.1.1 Senior Manager Service Report – Community Care

#### 7.1.2 Senior Manager Service Report - Partnership

#### 7.1.3 Senior Manager Service Report – Mental Health

#### 7.1.4 Senior Manager Service Report – Community Nursing

#### 7.1.5 Senior Manager Service Report – Ass. Medical Director

The Chief Officer invited members of his senior management team to provide a brief update on their areas:

Jack Libby provided an update on community care (**item 7.1.1**), providing an overview on Residential Care, Day Services and Care at Home. He indicated that an assurance visit by Public Health / Infection Control to care homes are almost complete, and those reviewed were reporting a very positive review. Vaccination uptake in care homes of residents and staff has been encouraging. However areas of challenge has been within the lack of capacity within the residential sector and care home services is placing pressure on the hospital in terms of discharge.

Members remarked on the positive outcomes of the vaccination programme in residential care, reflecting on the issues in handling the Barra outbreak.



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 24.06.21  
Agenda Item: 5.1.1  
Purpose: For Approval

Emma MacSween gave an update on partnership services (**item 7.1.2**) advising that the senior partnership team have been working collaboratively to sustain the service provision across the portfolio of the IJB. Virtual service provision continues to be the default position during the pandemic.

The success of enabling services to continue is due to staff deputising and taking on additional responsibilities to enable this to happen and staff should be commended.

Commitment to reducing delayed discharges has been achieved by a multidisciplinary team by sharing issues and identifying potential solutions.

Emma MacSween indicated that by building on the positive digital experiences and learning, will enable a refreshed review of digital strategy which will align with the overall strategic and financial planning.

Mike Hutchison, Associate Director of Mental Health and Learning Disabilities (**item 7.1.3**) provided an overview of the impact the pandemic has had on the delivery of mental health services, although no service was closed during this time. Currently no covid related referrals have been made, although the service for addition has seen an increase.

Following Scottish Government review of the local mental health remobilisation plan, the government classed the plan as gold standard. The use of digital technology, to support the delivery of the service continues and is now the “norm”.

Mike Hutchison drew colleagues’ attention to the risk section of the report, highlighting the main fragility in the service is the lack of mental health staff.

The Chair reflected on the national priority being placed on mental health services in the unquantified need of mental health care post covid, however the service needs to be ready to deliver upon the possible 8+% increase in referrals.

Community nursing (**item 7.1.4**) ~ in light of the absence of Kathleen McCulloch, Lead Nurse Community Nursing, Nick Fayers, Chief Officer, presented the report.

The Chief Officer highlighted the success in delivering the vaccination programme which is a significant achievement for the island community. In assessing the workforce need, as the service goes forward, there is a high level of retirement of key staff which will be challenging, however plans are in place to fill the posts.



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 24.06.21  
Agenda Item: 5.1.1  
Purpose: For Approval

Dr. Lise Hertel, Associate Medical Director / Primary Care Lead provided an update **(item 7.1.5)** on primary care where there is a need to promote collaborative working across all sectors of the service. A review of the Primary Care Improvement Plan will be undertaken to identify where we are currently in the plan, as well as where we aim to be in a years' time.

Dr. Hertel indicated that discussions are underway with the other island boards in establishing long covid clinics, meeting the Cossette Report requirements. During the pandemic more digital initiatives have been required including extending the Tech Enabled Care (TEC) to support therapies and remote examination and monitoring of individuals needing assistance.

The Chair thanked the Chief Officer and his senior managers for their input and updates to colleagues, which was informative and outlines a number of areas where opportunities can be realised.

**Decision:** The IJB formally noted the reports from all senior managers

**Action:** No specific actions required.

### 7.2 Community Justice Update Report

#### 7.2.1 Appendix 1 – Outer Hebrides Community Justice Partnership Outcomes

#### 7.2.2 Appendix 2 – Community Justice Annual Report

Michael Stewart, Community Justice Coordinator, provided assurance to the IJB in the form of an annual update, on the work of the Outer Hebrides Community Justice Partnership.

He provided background to how the Community justice came into being on the 01 April 2017, following the Royal Assent of the Community Justice (Scotland) Act 2016. At a local level, strategic planning and service delivery is the responsibility of the local community justice partners (OHCJP).

The purpose of the OHCJP consists of a number of partners, set out in the Act, Local Authority, Health, Scottish Prison Service, Scottish Fire and Rescue, Police Scotland, Skills Development Scotland, Crown Office and Fiscal Service and also the Integration Joint Board.





## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 24.06.21  
Agenda Item: 5.1.1  
Purpose: For Approval

In providing a level of assurance, Michael Stewart advised that the OHCJP met its legislative expectations, although has seen progress on outcomes significantly impacted on by the pandemic. Both statutory and non-statutory partners have engaged within the meetings and activity and are committed to refreshing the local priorities. It was noted that future progress against the local agenda will be presented.

**Decision:** The IJB formally noted the annual update.

**Action:** No actions required.

### 8. SERVICE DEVELOPMENT

#### 8.1 Health & Social Care – Major Projects – Barra and Vatersay Community Campus & Goathill Care Facility.

Iain MacKinnon, Director of Investment Delivery within the Comhairle and Moira Anderson, Barra and Vatersay Community Campus Project Director, NHS Western Isles presented a report updating members on the work being undertaken on both the Community Campus on Barra and the development of the Goathill Care facility in Stornoway.

The following points were noted:

Goathill Development:

- Project being delivered as part of the implementation of the review of residential care services and accommodation for Lewis, forming a significant part of the Comhairle's Strategy Housing Investment Plan 2017-2022.
- The development remains on budget and due for completion in 2022
- Continuing audits are being held on the safety management arrangements on the site, noting a positive health and safety culture amongst management, staff and contractors.
- The biggest risk to the programme relates to the Pandemic, utility connections, weather and issues arising from Brexit.

Barra and Vatersay Community Campus

- Developing the community campus as part of an integration of multiple services into the once environment and adjacent to the site of the Castlebay Community School.
- The information provided is an update on the presentation made to Members in September.



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 24.06.21  
Agenda Item: 5.1.1  
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- Within the last 4 months the Project executive Board have approved a number of aspects including Project Strategic Objectives and Success Measures, Outcome of the Gateway Review, project Executive Plan as well as the publication of Investment Business Case.

Members reviewed the report, scrutinising the detail and obtaining a level of assurance as to their queries.

It was noted that part of the report was slightly confusing given the different costs noted within the report. Mr. MacKinnon advised that the report from the gateway report noted a level of cost compared with the summary working with Scottish Government reducing gap levels.

Given the statement within Appendix 2, the Chair reflected upon the need for regular updates to both the IJB, the NHS Board and the Comhairle on “shared facilities”. A level of assurance on the whole project should be provided to the parent bodies. It was agreed by Iain MacKinnon and Moira Anderson that they would be happy to provide regular updates.

**Decision:** The report advising of progress to date was formally noted.

**Action:** Regular updates to be presented to all parties – IJB, NHS and Comhairle

## 9. PERFORMANCE AND ASSURANCE

### 9.1 Corporate Risk Register

Mr. Fayers presented the Register to colleagues, specifically noting the 3 highest risk:

- Recruitment and retention ~ advising that he has had detailed discussion with colleagues in the NHS and Comhairle taking forward for further action in the production of a workforce plan.
- Insufficient budget ~ he has had good discussion with both the Chief Financial Officer as well as Chief Executives of each parent body. Plans will be presented as we go forward.
- Ability for transformation change during a pandemic ~ review where positive change has happened as a result of the pandemic and promote this further.

Future reports will be forthcoming when Mr. Fayers has had sufficient time to review where necessary change is required and how this can be achieved.



The Chair made comment on the outstanding IHB Audit reports where management responses are required. It was noted that the Audit Committee have allowed until May 2021 to report on the actions.

The Chair asked for an update at the next formal meeting of the IJB. Mr. Fayers agreed.

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

**Action: Review of the register update at the next IJB meeting, Nick Fayers**

## **9.2 IJB Performance Report**

Mr. Malcolm presented the performance report up to December 2020.

Mr. Malcolm recapped on the background of the report, noting that the Scottish Government set national targets which Boards have to meet, and as part of this Boards set a local trajectory to measure compliance against.

To comply with targets, individual targets are not just the result of one entity, but are more complex where multiple actions and areas are involved to result in one target outcome.

He drew colleagues' attention to the report highlighting the dashboard results which had one indicator not on trajectory, Emergency Admissions. This outcome is being replicated throughout a number of Boards in Scotland due to the pandemic.

The Chair commented upon the information being retrospective and, being presented today, is out of date. Without narrative it is challenging to review the information and potentially coming up with a different interpretation.

Dr. Tierney reflected upon the amount of data that the SAS collect and that is available to support Boards and their information. He indicated the need to understand how the target is achieved or the purpose as well as acknowledging the risk associated with not meeting the target e.g. will patients have to wait longer and the impact that may have on their health. The addition of detailed narrative would benefit the understanding of members and the prioritisation that the IJB may place on addressing specific issues to ensure compliance.



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 24.06.21  
Agenda Item: 5.1.1  
Purpose: For Approval

Mr. Fayers reflected upon member's views and accepted that their understanding would be greatly improved with detailed narrative. He would review this and assess how this could be achieved.

The Chair thanked Mr. Malcolm for the report.

**Decision: The Report was formally noted for assurance.**

**Action: Review the addition of including narrative to each target.**

**Nick Fayers**

### 10. FOR INFORMATION

#### 10.1 Independent Review Adult Social Care in Scotland

#### 10.2 Information Commissioner's Office – Registration of Data Protection

The Chair advised that both items were presented for information.

It was noted, in relation to the Independent Review, further detailed information as to the recommendations being implemented by the Scottish Government would be presented in due course.

### 11. DATE AND TIME OF NEXT MEETING

Location: Microsoft Teams

Time: 10.00am

Date: 24.06.21

30.09.21

16.12.21

The Chair thanked everyone for their contribution to the discussions and brought the meeting to a close at 12.30pm

**END**