



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Minute of the meeting of the Western Isles Integration Joint Board held on the 22 September 2016 at 11.00am, within Committee Room 3, Council Offices, Sandwick Road, Stornoway, Isle of Lewis.

Voting Members Present:

Dr. Neil Galbraith	Chair of NHS WI (Chair of IJB)
Mr. Uisdean Robertson	Councillor, CnES (Vice-Chair of IJB)
Mr. Malcolm Smith	Non-Executive Director, NHS WI
Mr. Angus Morrison	Councillor, CnES
Ms. Diane Macpherson	Non-Executive Director, NHS WI (Deputy / Proxy Member)
Mr. Angus Campbell	Leader, CnES
Mr. Ian Burgess	Non-Executive Director, NHS WI

Non-Voting Members Present:

Mr. Murdo Afrin	Service User Representative
Mrs. Kathleen McCulloch	Community Lead Nurse, NHS WI
Dr. Ron Culley	Chief Officer, IJB
Mrs. Mary Campbell	Western Isles Carers Representative
Mr. Malcolm Macdonald	Staffside Representative, CnES
Mrs. Morag Munro	Third Sector Representative
Mr. Eoin Macneil (by VC)	Third Sector Representative
Ms. Debbie Bozkurt	Chief Finance Officer, IJB
Mrs. Maria Mackay	Chief Social Work Officer, CnES
Mrs. Mairi Murray	Staffside representative, NHSWI
Dr. Kirsty Brightwell	Associate Medical Director

In Attendance:

Mr. Robert Emmott	Director of Finance and Corporate Resources, CnES
Ms. Emma MacSween	Head of Social and Partnership Services, CnES
Mr. Paul Dundas	Head of Service, Community Resources, CnES
Mr. Dan Macphail	Senior Projects Manager, CnES
Ms. Lesley McDonald	Head of Executive Office, CnES

1. WELCOME

The Chair welcomed all those attending to the meeting.

2. APOLOGIES FOR ABSENCE

Apologies:

Dr. Greg Ofili	Consultant, NHS WI
Mr. Norman A MacDonald	Convener CNES

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 Minute of 20 June 2016

The Minute of the Integration Joint Board held on 20 June 2016 was approved as an accurate record of the discussion.

Decision: The Board formally approved the Minute.

4.2 Matters Arising

4.2.1 Standards Officer - Appointment by the Standards Commission.

Dr Culley informed Members that the Standards Commission had endorsed the application that Ms Lesley McDonald be the Standards Officer for the IJB.

4.2.2 Code of Conduct for Members

Dr Culley referred to the letter from Scottish Government Health Department dated 28 July 2016 approving the Code of Conduct for Cùram Is Slàinte nan Eilean Siar.

4.3 Action Points

A Report showing actions of previous meetings of the IJB using a red, amber, green (RAG) system was circulated to Members.

Action: The Board formally noted the current position.

5. FINANCIAL PERFORMANCE

5.1 IJB Annual Accounts 2015/16

Ms Karen Jones, Director, Public Sector Audit, Scott Moncrieff presented the IJB annual accounts to the Board. She confirmed that the accounts had been considered and approved for its interests by the Audit Committee. She then indicated that an unqualified audit opinion had been granted. The accounts for 2015/16 included a review of governance. As 2015/16 had been a shadow year for the IJB, the only financial transactions were the salary of the Chief Officer and the Audit fee. There were no formal recommendations in the accounts and it was noted that governance of the IJB would be reviewed in more detail in the current and subsequent years.

Decision: The Board formally approved the Audited Accounts.

5.2 IJB Financial Monitoring Report

5.2.1 Expenditure 2015/16 Month 4 Report.

The Chief Finance Officer submitted the month 4 Report. Ms Bozkurt indicated that each member would receive an email detailing monthly financial performance and that the month 5 Report would be available around 9 or 10 October 2016. In common with practice in the NHS Board it was Ms Bozkurt's intention to produce a Glossary of Terms for the information of Board Members. Ms Bozkurt highlighted that a £210,000 underspend was being projected at month 4 and that this appeared to have reduced at month 5. She highlighted the pressure on the acute set aside where delayed discharges were resulting in a requirement to utilise increased levels of bank staff in hospitals and also increased pharmacy costs due to drug use of those in hospital. On the Risk Report it was indicated that the current month 5 projections would amend two high risks to medium and one medium risk to low. There were pressures on the adult mental health budget with private care facilities costing between £13-16k per week. She clarified that any additional funding such as the recent A&E announcement would become part of the IJB budget if it fell within the remit of the IJB. Generally speaking NHS Western Isles received 0.7% of national funding awards.

5.2.2 Virements

The Chief Finance Officer submitted details of virements in the year and clarified that the reference to out of hours in Uist was to correct the accounts as initially approved and did not relate to the current agency arrangements for GPs.

Decision: The Board formally noted the Month 4 Report and virements.

5.3 Appointment of External Auditors

The Chief Finance Officer submitted a paper detailing that Scottish Government had appointed Audit Scotland as the IJB's External Auditors for a five year period commencing on 1 April 2016

Decision: The Board formally noted the appointment.

6. STRATEGIC GOVERNANCE

6.1 Information Commissioner's Office – Certificate of Registration

The Chief Officer, Health and Social Care submitted a Report appending confirmation from the Information Commissioner's Office that the IJB had been registered with that office for a 1 year period commencing 19 July 2016. It was confirmed that registration required to be renewed annually and that the annual registration fee was £35.00.

Decision: The Board formally noted the report
Action: Renew registration prior to July 2017

6.2 Communication Strategy

The Chief Officer, Health and Social Care, submitted a draft IJB communication strategy for approval by the Board. The principal purpose of the strategy was to ensure that the role and function of the IJB was understood and that IJB publications were made publicly available. The communications strategy was designed to complement the participation and engagement strategy by focusing on the means by which the IJB's core message and publications were communicated. The website under development would be capable of hosting information about the work of the IJB and its members, the work of the five locality planning groups and publishing the strategies and statutory reports of the IJB.

Under discussion the importance of two way communication particularly with employees and carers on the ground was emphasised. The Chair indicated that the IJB would welcome constructive comment and criticism from both carers and employees. The importance of implementing best practice identified nationally and benchmarking was also highlighted as was the role of the HR Forum in providing a platform for employees to be involved in changes. It was noted that the communications strategy would be reviewed and refreshed as required.

Decision:

It was agreed that

- (a) the IJB communications strategy be agreed and published; and**
- (b) once technically ready for launch the website would be made publicly available.**

6.3 Records Management Plan Request

The Chief Officer, Health and Social Care submitted a letter from the Keeper of the Records of Scotland indicating the Keeper's intention in relation to inviting the submission of a Records Management Plan for the IJB.

Decision: The IJB noted the terms of the letter from the Keeper of the Records of Scotland.

7. OPERATIONAL MATTERS

7.1 Lewis Residential Care Review

With reference to item 8.1 of the Minute of Meeting of 20 June 2016 the Chief Officer, Health and Social Care submitted a Report, seeking approval to progress with stakeholder engagement and further options appraisal work based on a preferred care model. The Report stated that in June 2016 the IJB had approved the development of an options appraisal to inform consideration of replacement plans for Dun Eisdan and Dun Berisay care homes. Appendix 1 to the Report provided an overview of the information developed as a result of the workstreams' consideration of models of care, procurement options and technical opinion on existing facilities. The Report indicated that there was a deadline of December 2016 for outline proposals to be incorporated within the Comhairle's Strategic Housing Investment Plan for submission to Scottish Government.

The options appraisal work to date had highlighted the complex relationship between the care model and the procurement process to determine the viability of potential proposals in relation to workforce, revenue and capital resource implications. The findings to date had concluded that a core and cluster model provided a care model mix of residential/ nursing care services with the flexibility of extra care housing to enhance the options and capacity of the IJB to improve the outcomes of those currently receiving care or those who would require it in the future. Given the implications for the Comhairle workforce it was anticipated that consideration of externally commissioning services of any significant agree would be unviable due to the destabilising effect on the local workforce as a totality, the position of trades union and potentially the ramifications for external providers. More work would be done on this issue through stakeholder engagement with a view to presenting a formal position in December 2016.

The importance of partner engagement particularly with Hebridean Housing Partnership was highlighted at the meeting. There was also reference to the *Our Islands: Our Future* workstrand of seeking flexible use of government funding to best meet the need of the area. The importance of ensuring that cost comparison for external and internal provision was robust was emphasised as it was felt that the difference in costs between internal and external provision may not be as great as stated as some internal costs could increase as a result of external provision and that any such implications should be factored into final figures. It was noted that this review was not considering specifically at step up step down provision but that this was being taken forward separately. The IJB thanked Mrs Emma Macsween for the clarity of the Report.

The Board formally approved the following recommendations:

- (a) that the unoccupied care units at Gravir, Scalpay, Bragar and Back be deemed surplus to requirements and disposal progressed in line with established Comhairle policy;**
- (b) stakeholder engagement, incorporating market testing, be undertaken on the potential establishment of a core and cluster care model on the basis of an engagement plan to be approved by the Integrated Corporate Management Team;**
- (c) a refined options appraisal be developed on the basis of 99 units to be commissioned within the Stornoway area presenting the capital and revenue implications of a range of proportionate splits of extra care housing and nursing beds to determine best value and an interim Report presented to the December 2016 meeting of the Board on the basis of the completion of the Project Board document attached to the Report; and**

- (d) a second phase of redesign be actioned in 2017 to consider options in relation to 24/7 care services for rural Lewis incorporating consideration of the existing care units at Crowlista and Carloway.**

Action: BLANK

The Board agreed to consider the following Report with the press and public excluded in terms of Standing Order 5.6.2 as the business related to the commercial interests of a third party and confidentiality was required

7.2 Provision of Long Term Care in Blar Buidhe

The Chief Officer, Health and Social Care submitted a Report providing an update on ongoing negotiations with HC-1, who provided care in the Blar Buidhe Care Home in Stornoway. The Board discussed the detail of the Report. In response to a question it was noted that these arrangements should not impact on other premises as all care was procured within the terms of the COSLA Framework.

Decision:

The Board formally agreed as follows

- (a) that a standard fee rate of £681.00 per person per week be paid to HC-1 for the period from October 2016 to March 2017; and**
(b) that all external care home providers be advised that further consideration was being given to the application of the National Care Home Contract quality payment regime from April 2017.

7.3 Review of MOSS (Mobile Overnight Support Services)

The Chief Officer, Health and Social Care, submitted a Report updating the IJB on the outcome of the reassessment process of the current Mobile Overnight Support Service (MOSS) users and making recommendations for the next stages of redesigning the service.

The Report stated that at the start of the redesign process there had been forty five service users in receipt of MOSS. An incremental approach to reviewing assessed, need and outcomes had been undertaken and it had become evident that there were opportunities to make safe changes to the delivery of care with immediate effect for a number of service users predominantly within the Lewis area. In Uist the reassessment process had concluded that seven service users in receipt of MOSS could have their care rescheduled to late evening and early morning without any detriment to outcomes. This arrangement would also increase the access to evening care in that locality.

Greater scrutiny and collaborative assessment work between assessment and care management community nursing and home care teams had been required in respect of twelve service users in Lewis which had demonstrated that one service user had exceptional care needs which would require further examination and that an effective redesign of care times by the introduction of a late evening/ early morning care service would be capable of meeting the needs of the remaining service users. Members of the IJB indicated that they were reassured by the individual nature of the reassessments but remained somewhat concerned as to how nights would be covered. There was reference to the potential role of telecare/ telemedicine. Mr Paul Dundas indicated that the further roll out of homecare redesign beyond Stornoway and Broadbay would be the subject of a Report to the next meeting of the Board.

Decision:

The Board formally agreed that

- (a) consultation commence with the remaining service users of MOSS to outline the proposed changes detailed in paragraphs 9-11 of Appendix 1 to the Report with the published findings of this exercise being reported to the Integration Joint Board at its December 2016 meeting;
- (b) consultation commence with the workforce in Lewis and Uist as detailed at paragraphs 15-17 of Appendix 1 of the Report with the findings of this exercise being reported to the Integration Joint Board at its December 2016 meeting; and
- (c) ongoing joint work to address the outcomes for one service user should continue between agencies to determine the exceptional care requirements for that person and establish an effective care plan; and
- (d) to note that a Report would be submitted to the Board during 2017 in terms of the Strategic Plan in relation to Telecare/Telemedicine.

Action: BLANK

7.4 Admission and Discharge Policy

7.4.1 Delayed Discharge

The Chief Officer, Health and Social Care, submitted a Report in relation to ongoing work to improve delayed discharge performance. The Chief Officer also made a presentation to the Board in this regard. He highlighted that, although there had been a temporary improvement in performance on delayed discharge when the overall long term care home provision was expanded by nine beds, the Summer 2016 period had seen the service revert to previous levels of delay. Officers had therefore sought to understand better the delayed discharge problem in respect of demographic and epidemiological drivers, costs and spend information, assessment and flow and service design. This had led to a number of proposals seeking to ensure that the focus on improving performance remain including.

- Implementation of the measures set out in the Strategic Plan which were intended to reduce delays.
- development of an operational policy setting out to staff and stakeholders the clear expectations around admission and discharge.
- development of an operational action plan to oversee operational reforms in line with best practice. The action plan had been benchmarked against national standards. There was some discussion around a move from “admitting to decide” to “deciding to admit”.

The Chair highlighted that if the increase noted during July was replicated during the winter months it could be necessary to send some patients to the mainland.

The role of the Third Sector was also highlighted and ongoing work on “patient stories” was discussed. The challenge of freeing up the extra time Western Isles residents spend in care homes was highlighted as was the need for all parties to understand the role of hospitals.

- Decision:** It was formally agreed that the Board
- (a) note the operational policy on delayed discharge which had been agreed by the Integrated CMT in September 2016 ;and
 - (b) note progress against the action plan.

Action: Future presentation of the Action Plan progress to be noted.

8. PERFORMANCE AND RISK

8.1 Chief Officer's Performance Report

The Chief Officer provided an overview of performance indicating that trend information was not yet available. It was hoped to have such information by December 2016.

In relation to the strategic plan five locality planning groups had been established with five independent chairs. The next work element was to identify the IJB's expectation of these groups. It was important to ensure that locality planning groups were aware of the full level of activity being undertaken. Measures to improve dental waiting times were also highlighted.

Mental health was a significant agenda led by the Director of Public Health. In relation to Partnership Services the residential care review and ongoing engagement with individual providers were key work streams. In relation to Locality Services there was ongoing locality management work, homecare redesign and very positive satisfaction levels had been received in respect of homecare.

Decision: The Board agreed to note the presentation

8.2 IJB Strategic Plan

The Chief Officer Health and Social Care, provided an update in relation to progress on the key deliverables in the IJB Strategic Plan. It was noted that at this relatively early stage most of these were categorised as green but that this may change as delivery developed. The importance of having a clear baseline against which to assess end of year performance on an ongoing basis was highlighted.

Decision: The Board agreed to note the presentation

8.3 IJB Risk Register

With reference to item 6 of the minute of meeting of 20 June 2016 the Chief Officer, Health and Social Care submitted an updated risk register. He indicated that a more conventional approach to risk had been undertaken and highlighted that recruitment and retention was a real challenge.

Decision: The IJB agreed to note the terms of the updated IJB risk register

9. ANY OTHER COMPETENT BUSINESS

Ms Lesley McDonald highlighted the discussions at the IJB Audit Committee on 22 September 2016 where it had been suggested that the Audit Committee overview progress against the targets of Shifting the Balance of Care, in terms of paragraph 5.2 of its remit.

Decision: The Board agreed to request that the Audit Committee conduct this work

On behalf of Mrs Morag Munro, Ms McDonald highlighted the new website of the Western Isles Community Care Forum and made available leaflets to members of the IJB.

10. DATE AND TIME OF NEXT MEETING

Date: 2 December 2016

Time: AM

Location: Committee Room 3, Council Offices, Stornoway

Future dates:

1st March 2017 / AM / Lecture Room, Education Unit, Western Isles Hospital

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

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