



CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

Chief Officer Report

Report by Chief Officer, Health and Social Care

PURPOSE OF REPORT

1. To update the Joint Board on progress against strategic objectives.

COMPETENCE

2. The matters arising in the report have no immediate financial, legal or HR implications.

SUMMARY

3. The pursuit of our strategic objectives requires considerable focus and capacity, and while we continue to make progress against our strategic plan, this is being taken forward with a diminished Senior Management Team.
4. At the same time, it is important to give members a feel for the work being advanced since we last provided a general update in December 2019. This update excludes those items addressed separately on the agenda.

Primary Care Reform

5. The Primary Care reforms continue to offer both opportunity and challenge. Professor Sir Lewis Ritchie has been asked by the Scottish Government to explore the challenges of implementing the new contract in remote and rural Scotland. Sir Lewis and his team visited the Western Isles in February, spent time with our practices and met with the senior management team. The feedback we received was positive, and we hope to benefit from tighter relationships with the Scottish Government and other rural partnerships moving forward.
6. More generally, we continue to make progress in building community nursing capacity to allow for the transference of functions from GP Practices to the Health Board (the specific functions transferring relate to vaccinations and community treatment). Practical issues around releasing existing staff for training and legal issues around TUPE have prevented us from delivering on the planned timeline, but it is hoped that we will be able to support transfer in the early summer. Other posts in relation to pharmacy and mental health are also in development.

Out of Hours Care

7. The Out of Hours system is coming under increasing operational strain, meaning our reforms need to be focused and capable of delivering a transformed service. Having programme management capacity now in place, we are developing our vision, strategy and implementation plan. This will then be taken forward with engagement across professional teams and wider stakeholders. A full report will be brought to the IJB in June.

End of Life Care

8. The Palliative and End of Life Care Commissioning Plan will be consulted on over the spring period ahead of it being brought back to the IJB for approval in June. Allied to that, discussion is ongoing about the development of an SLA with Bethesda. While we have developed a revised SLA document which both parties are generally content with, discussion is ongoing in relation to the associated funding package. While we had originally intended to take this matter to the IJB for approval in March, that timeline has been impacted by our ongoing negotiations. Next steps





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are likely to involve a meeting between the IJB Chair and Chief Officer with Bethesda Board members.

St Brendan's Redesign

9. The work on the development of a full business case for the new St Brendan's health and social care hub continues. In parallel to this, the Comhairle, NHS Western Isles, the Scottish Futures Trust and Scottish Government are exploring integrating this project with the upgrading of Castlebay School and the development of a learning and community facilities campus, which would see a more integrated community resource being developed for Barra and Vatersay.
10. While the Comhairle and NHS Western Isles retains the principal interest in the capital development, the IJB leads on the relevant health and social care revenue budgets, the care model and the planning of integrated services. Further details will be presented to the IJB in due course.

Learning Disability Services

11. Over the last six months, we have had to work through a number of challenges within Adult Care and Support and we invested significant time in reviewing operational arrangements. We have recently overseen a system-wide review of last year's service failure at Macaulay Road on a multi-professional and multi-agency basis. This was a positive process which will generate a report with both strategic and operational recommendations.
12. Allied to this, we continue to develop a new strategy around supporting people with learning disabilities and autism. This is necessary not just because we have no formal statement of intent in respect of the care and support of these population groups but because we have not effectively engaged with the hard questions about the level of support we can provide on-island as against the provision of care and support in more specialist residential centres on the mainland. That work is now underway, with two well-attended workshops held in November in Stornoway and Linciate. We want to take the learning from these sessions and use it to form an outline strategic plan.

Mental Health Redesign

13. The majority of staff members have now been redeployed from the Clisham Ward into permanent positions but a small number have still to be placed. There are no current vacancies across the acute areas to be considered for redeployment. Furthermore, not all of the programmed capacity released by the ward closure has been realised. For example, a new CPN post for Uist and Barra is currently being advertised for a second time. A meeting is planned for early April to provide a review of the new capacity to support people with dementia and to consider the operational development needs of the team.

Operational Structure

14. Members may be aware that two members of our Senior Management Team left their posts in January and that we're taking the opportunity to consult on a revised integrated management structure. The new structure proposes to strengthen care governance arrangements by ensuring additional social work oversight of social care services. It also seeks to enhance our ability to support the strategic planning functions of the IJB. Finally, we are looking at new opportunities for strengthening integrated practise. All of this will be the subject of ongoing consultation with staff.





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Review of Locality Planning

15. Finally, the IJB has asked that a review of Locality Planning be undertaken. This matter has now had discussion at all of the LPGs, and with each of the Chairs. We now intend to bring together colleagues involved in LPGs to consider how best to move forward. This work will be undertaken over the spring/summer, with a report to the IJB in September.

RECOMMENDATIONS

16. It is recommended that the IJB notes the contents of the report.

**Ron Culley,
Chief Officer
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