



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Minute of the meeting of the Western Isles Integration Joint Board held on Thursday 23 March 2017 at 11.00am, in the Town Hall, Stornoway, Isle of Lewis.

Voting Members Present:

Mr Ian Burgess	Non-Executive Director, NHS WI
Dr Neil Galbraith	Chair of NHS WI (Chair of IJB)
Cllr Uisdean Robertson	Councillor, CnES (Vice-Chair of IJB)
Cllr Roddie Mackay	Councillor, CnES (Deputy/ Proxy Member)
Cllr Angus Morrison	Councillor, CnES
Mr Murdo MacMillan	Non-Executive Director, NHS WI
Ms Diane McPherson	Non-Executive Director, NHS WI
Cllr Angus Campbell	Leader, CnES

Non-Voting Members Present:

Ms Debbie Bozkurt	Chief Finance Officer, IJB
Dr Ron Culley	Chief Officer, IJB
Mr Malcolm MacDonald	Staffside Representative, CnES
Mr Paul Finnegan	Third Sector Representative (Substitute Member)
Mrs Morag Munro	Third Sector Representative
Mrs Mairi Murray	Staffside Representative, NHS WI
Dr Kirsty Brightwell	Associate Medical Director Primary Care, NHS WI
Mrs Maria Mackay	Chief Social Work Officer, CnES

In Attendance:

Mr Gordon Jamieson	Chief Executive, NHS WI
Mr. Robert Emmott	Director of Finance and Corporate Resources, CnES
Ms. Lesley McDonald	Head of Executive Office, CnES
Mr Colin Robertson	Chief Dental Officer, NHS WI
Mr Paul Dundas	Head of Locality Services
Mrs Yvonne Maciver	Administrator, CnES

- 1. WELCOME**
The Chair welcomed all those attending to the meeting.

2. APOLOGIES FOR ABSENCE

Apologies:

Mr Murdo Afrin	Service User Representative
Mr Norman A MacDonald	Convener, CnES
Dr Greg Ofili	Consultant, NHS WI
Mr Eoin MacNeil	Voluntary Action Barra and Vatersay
Mr Malcolm Burr	Chief Executive, NHS WI

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 16 February 2017

The Minute of the Integration Joint Board held on 16 February 2017 was approved as an accurate record of the discussion.

Decision: The Board formally approved the Minute.

4.2 Matters Arising

No items were raised.

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.

Decision: The Board formally noted the current position.

5. FINANCIAL PERFORMANCE

5.1 IJB Financial Monitoring Report

5.1.1 Month 10 Report

5.1.2 Virements and allocation adjustments

5.1.1 Month 10 Report

The Chief Finance Officer, Ms Bozkurt, submitted a Report which drew colleagues' attention to the Month 10 Report. The Report highlighted that as at 31 January 2017 the Board was showing an overspend of £1,022k and a projected year end overspend of £281k. This projection had improved since the Month 9 Report. The main areas of concern were detailed as follows:

- There was an in year overspend of £133k on acute nursing (within the acute set aside) and a projected **overspend of £137k**. High bed occupancy and delayed discharges were impacting on the wards' ability to manage within establishment where there are high levels of sickness or maternity leave. It was indicated at the meeting that this overspend was likely to increase slightly.
- There was still a large overspend in year against residential income. This was due to the reversal of the accruals set up at the yearend relating to un-invoiced income for residents receiving services. The accrual had been reversed but not all back dated invoices had been raised or a debt provision raised for long term debt. The review of residential client charges had indicated that the income due was not as high as the previous year due to last year's income accrual having back payments for previous years included and that there would also be a level of time barred debt/income. The projection of income therefore had been estimated at 80% retrieval rate to take onboard these assumptions. These assumptions therefore resulted in a projected overspend against residential care of £174k. This projection had remained stable since the Month 9 Report.

- A review of Out of Hours (OOHs) cost pressures had shown that the service was likely to **overspend by £109k** by year end. The overspend was due to an increased superannuation bill and an increase in weekend service provision in the Uists.
- Adult mental health placements (NHS Partner) was overspent by £226k in year and is projected to **overspend by £256k** at year end. This was due to 3 long term acute placements, 2 in a low secure unit at a private facility and 1 in New Craigs but with a higher package of care than was normally required for NHS Western Isles patients. Ms Bozkurt indicated at the meeting that this budget was categorised as high-risk as a number of invoices had not yet been received.
- Ms Bozkurt also highlighted risks in relation to pressures on the prescription budget which operated two months in arrears.

Ms Bozkurt indicated that it was likely that the Board would be able to accommodate the projected overspend with the limited contingency available.

Concern was expressed at the meeting in relation to the projected underspend on home care and Self-Directed Support budgets which was partly due to vacancies in the home care service. It was noted at the meeting that a major factor in delayed discharges was the lack of a residential care bed or home-care package and reiterated that resources required to be allocated to ensure that the most appropriate care was being provided.

The Report stated that the IJB had already achieved savings of £970k, against the Financial Efficiency Plan (FEP) of £1,135k and at Month 10 the Board was forecasting to achieve £1,180k of those savings by the yearend. The risk ratings of the plan at month 10 were detailed at paragraph 10 to the Report.

Decision: The Board formally noted the Report and agreed that the Chief Officer would submit a Report to the next meeting on steps being taken to ensure that patients and service users received the most appropriate care across the services provided by the Board including in relation to most effective deployment of the workforce.

Action: Chief Officer to submit Report to next meeting.

5.2 IJB Budget Setting 2017/18

5.2.1 Financial Efficiency Plan

The Chief Finance Officer, Ms Bozkurt, submitted a Report which stated that in accordance with the Western Isles Integration Scheme, the IJB was required to approve a balanced budget on the basis of funding delegated by the NHS Western Isles and Comhairle nan Eilean Siar. It was further stated that it had been a challenging process with both of the IJB's parent bodies experiencing significant financial pressure.

The Report indicated that the IJB had been briefed about the significance of the financial challenge it faced when it was presented with a draft gap at the IJB budget seminar on 24 January 2017. At that time, a significant funding gap of circa £2.5m existed and subsequent financial planning activity had been focused on eliminating that gap. In particular, officers had been able to:

- Undertake budget adjustments on the NHS partner's budget taking account of confirmed specific allocations and other income to be received together with minor budget amendments
- Offset potential emerging social care needs of circa £0.500m after receiving £0.495m one off funding from Comhairle reserves. This did, however, mean that the IJB needed to ensure the transformational work within the IJB strategy is carried out to release monies in future years to pay for continued emerging needs.

The Financial Efficiency Plan (FEP), which had been required to propose a balanced budget, was circulated at the meeting. It was highlighted that, of the savings proposed, only 14% were low risk and that progress would require to be closely monitored by the Board during the year. It was noted that amendments to the FEP may be required to reflect changes in risk including feedback from CnES and NHS WI in relation to services delivered under Direction.

Decision: The Board formally agreed to:

- (a) the overall budget settlement outlined at paragraph 11, and the associated Budget Strategy at Appendix 3;**
- (b) the financial efficiencies set out in Appendix 2: and**
- (c) note that within the budget proposal there were a number of high risk savings to realise and intense financial challenges continued to be anticipated moving forward.**

Action: Chief Finance Officer to continue to circulate monthly monitoring reports to Board members and submit Report on risk to each Board meeting.

5.3 IJB Budget Strategy 2017-2019 Update

The Chief Officer, Health and Social Care, submitted a Report which provided an update on the IJB Budget Strategy 2017-2019. The Report stated that as part of the two-year budget planning work undertaken by the Comhairle for 2016-18, a number of efficiency proposals had been identified for 2017/18. The Report gave details on savings that were already earmarked as follows:

- Investment in fleet cars for the homecare workforce to reduce the amount of travelling expenses paid to save £10,000;
- Reduction in the amount of overtime paid by 50%, saving £30,000;
- Seeking to reduce sickness absence by 10%, saving £22,500;
- Reduction in the staffing complement within Ardseileach by one post, saving £21,500;
- Reduction in day care management capacity in Uist, saving £15,500;
- Reduction in care home management costs in Lewis and Harris, saving 17,500.

The previously reported draft budget gap of £1.5m was over and above the savings earmarked above. The scale of the savings required was such that the Board would need to be careful the reform work was protected. With this mind, the following measures would be considered over the next two years to further reduce the gap between the cost of providing services and the available budget:

- Centralisation of all laundry services within Comhairle care homes, making a saving of £35,000 from 2018/19
- Work with third and independent sector partners on an open book basis to find back-office efficiency savings, applying the principle that the aim was to seek to protect their core services
- Enhance community care customer service to improve triaging and sign-posting, saving £20,000 from 2018/19
- Redesign of dental services and maximise efficiencies, saving in excess of £300,000 in 2017/18
- Freeze some vacant posts and where possible delay recruitment, saving £360,000
- Redesign services for people with learning disabilities, saving £150,000
- Investment in improved transport and day-care for older people, and reduce the cost of bespoke lunchtime packages, saving £20,000 from 2018/19
- Endeavour to more effectively manage the cost of prescribing including the collection of rebates, saving £130,000
- Endeavour to make procurement efficiencies by ensuring that all products are bought through national contracts where possible saving £30,000
- Introduce the approved charging regime for some social care services to raise £15,000
- Increase charges for residential care by up to 3% to raise around £15,000 (this was already included in the base budget)

Decision: The Board agreed to note the terms of the update.

Action: Chief Officer to implement savings proposals.

5.4 IJB Strategic Direction to Parent Bodies

The Chief Officer, Health and Social Care, submitted a Report which sought approval from the Integration Joint Board (IJB) to provide Directions to the parent bodies in relation to implementation of the Strategic Plan. The Report stated that the Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) placed a duty on Integration Authorities to develop a Strategic Plan for integrated functions and budgets under their control. The Report further stated that each Integration Authority required to produce a strategic commissioning plan that set out how they would plan and deliver services for their area over the medium term, using the integrated budgets under their control. It was highlighted that Stakeholders required to be fully engaged in the preparation, publication and review of the strategic commissioning plan, to enable Integration Authorities to deliver the national outcomes for health and wellbeing, and achieve the core aims of integration. The Report gave details on the form and content of the proposed Directions and also detailed the process for issuing and revising directions.

Decision: The Board formally agreed to approve the Directions to the parent bodies appended to the Report.

Action: Chief Officer to issue Directions.

5.5 IJB Reserves Policy

The Chief Finance Officer, Ms Bozkurt, submitted a Report which sought the agreement of the Integration Joint Board's reserves policy. The Report stated that the IJB was required to approve the Reserve Policy to enable the Board to use its power to hold reserves. The Report further stated that the Reserves Policy required to detail the level of reserves required and their purpose. The Report gave details on each of the following proposed reserves: Specific Reserves, Earmarked Reserves and General Reserves. It was highlighted that it was proposed that the total of general reserves that the IJB could hold would be a maximum of £1.5m. The IJB would seek to hold and build up reserves to offset the likely increase in future provision required and any unexpected expenditure when possible.

Decision: The Board formally approved the reserve policy of the IJB.

Action: Chief Finance Officer to put policy in place.

6. CORPORATE GOVERNANCE

6.1 Redesign of Dental Services in Uist

The Chief Officer, Health and Social Care, submitted a Report which explored the options available to the IJB in respect of the redesign of dental services in Uist. The Report stated that the Infection Control Manager had undertaken an inspection of the three dental clinics in Uist. The Report from the inspection indicated that remedial actions were required at all three sites. The Report highlighted that even with remedial work, it was unlikely that the physical asset at Lochboisdale would be capable of meeting the needs of the patients in the medium term and an operational decision would be made in the short-term about the ability to provide a service from it.

The Report indicated that as stated in previous papers, it was recommended that a single dental service be developed for Uist, on the assumption that the Uist team would move to a central hub when capital redevelopment work had been completed. The proposed next steps were detailed as follows:

- Write to the Scottish Health Council, to inform them of the IJB decision and ask for a judgement to be made about whether the proposed changes constitute *major service change*. In the event that the proposals are judged to

constitute a major change, the final decision was capable of being called-in by Scottish Ministers for review.

- Refer the matter to the Health Board, to ask that a capital development proposal be considered in respect of a single dental hub being located within Uist and Barra Hospital.
- Undertake a public consultation on the proposal, with a schedule of public meetings in North Uist, Benbecula and South Uist, beginning in the early summer of 2017.

The Chair invited Mr Colin Robertson, Chief Dental Officer, NHS Western Isles to speak to the Report and members of the IJB were afforded the opportunity to ask questions of Mr Robertson.

Decision: The Board formally agreed:

- (a) to note that the Community preference emerging from the Options Appraisal Event was for a three site service to be maintained in Uist;**
- (b) to note that remedial action was required at all three sites and that the Lochboisdale clinic in particular would not provide a safe environment for staff or patients;**
- (c) to note that we had explored how best to deliver a three site solution, but that a combination of clinical and cost factors suggested that we should move to develop a single dental team ahead of any capital redevelopment;**
- (d) that were the Health Board to find the capital resources to fund a single hub in Uist and Barra Hospital, then the dental service should be based in that hub;**
- (e) to note that there were nonetheless significant community concerns about operating from a single hub, including access/transport issues, the sustainability of communities in the north and south of Uist and the impact on existing hospital services; and**
- (f) that focused work was undertaken to address these issues, including detailing the potential extent of domiciliary care as outlined by Mr Robertson, and that final proposals will be produced and consultation take place on the detailed operational aspects of the final proposal in the summer of 2017.**

Action: Chief Officer will provide an update on the development of the service in due course.

Mr Gordon Jamieson left the meeting.

6.2 Induction Programme for IJB Members

The Chief Officer, Health and Social Care, submitted a Report which set out proposals for the induction of new IJB members and the general development of the Board. The Report stated that the IJB's membership had changed significantly since it was established in April 2016 and following the Local Government Elections in May 2017, the Comhairle would require to appoint four members and four substitute members to the Joint Board. The Report highlighted that it would be appropriate to consider the arrangements that should be in place to support the induction of new members. It was proposed that a development session was arranged during the month of June to ensure that there was a common understanding of the Board's core function along with key issues that would require examination over the next financial year.

Decision: The Board formally agreed the proposal.

7. PERFORMANCE

7.1 IJB Performance Improvements

7.1.1 Measuring Performance Under Integration – Response to the Scottish Government Letter from Geoff Huggins

The Chief Officer, Health and Social Care, submitted a Report which noted that the IJB's performance improvement trajectories had been submitted to the Ministerial Strategy Group for Health and Social Care. The Report stated that a Performance Framework had been agreed in February 2016 and described the performance management cycle and supported the delivery of plans across all levels of the Health and Social Care Partnerships from the strategic level to locality plans. The Report gave details of developments which had since been established. The Report stated that more recently, the Scottish Government and COSLA had written to IJB Chief Officers to indicate that the Ministerial Strategic Group for Health and Community Care (MSG) had agreed that it would be looking to track progress against the following indicators:

- Unplanned admissions;
- Occupied bed days for unscheduled care;
- A&E performance
- Delayed discharges;
- End of life care; and
- The balance of spend across institutional and community services.

The Report stated that the MSG was looking for a quarterly overview on progress across the whole system and wished to better understand developments at a local level. Further details were provided in relation to the above mentioned indicators in the Appendix to the Report.

There was reference at the meeting to the work in relation to performance improvement being conducted by Professor Harry Burns. It was noted that the interim Report should be issued in June 2017 with the final Report in September 2017. This may have consequences for NHS Western Isles' Local Delivery Plan.

Decision: The Board formally noted the IJB's performance trajectories had been submitted to the Ministerial Strategy Group for Health and Social Care.

7.2 IJB Strategic Plan - Implementation

The Chief Officer, Health and Social Care, Ron Culley, submitted a Report which detailed the implementation progress of the Strategic Plan. It was indicated at the meeting that major issues had been prioritised and development work on local indicators had slowed to reflect this. A Report required to be submitted to Scottish Government in July 2017 and a draft Report would be submitted to the next meeting of the Board in June 2017.

Decision: The Board formally noted the position.

7.3 IJB Strategic Risk Register

The Chief Officer, Health and Social Care, Ron Culley, submitted a Report. It was highlighted that the rating of three risks had increased principally due to the level of risk in the Financial Efficiency Plan.

Decision: The Board formally noted the position.

8. ANY OTHER COMPETENT BUSINESS

The Chief Officer, Health and Social Care, advised the Board that MacLean's Bakery had indicated that they would not accept an extension to their current contract for supply and delivery of community meals as the uptake had been less than anticipated which had had a consequential effect on distribution costs per service user: He indicated that alternative business options were being explored. It was suggested at the meeting that the potential of school canteens and care homes should be explored. The Chief Officer advised that this proposal had previously been explored but not progressed as practical difficulties had been encountered.

Decision: The Board noted the position.

9. DATE AND TIME OF NEXT MEETING

Date: 22 June 2017

Time: AM

Location: Practical Room, Education Unit, Western Isles Hospital

Future dates:

21 September 2017 / AM / Committee Room 3, CnES

19 December 2017 / AM / Practical room, Education Unit, Western Isles Hospital

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