



## CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 21.09.17  
Item 5.1  
Purpose: For Approval

Minute of the meeting of the Western Isles Integration Joint Board held  
on Thursday 22 June 2017 at 10.30am, in the Town Hall, Stornoway, Isle of Lewis.

### **Voting Members Present:**

Dr Neil Galbraith	Chair of NHS WI (Chair of IJB)
Mr Kenny John Macleod	Councillor, CnES (Vice-Chair of IJB)
Mr Ian Burgess	Non-Executive Director, NHS WI
Mr Murdo MacMillan	Non-Executive Director, NHS WI
Ms Diane McPherson	Non-Executive Director, NHS WI
Mr Paul Steele	Councillor, CnES
Mr Angus Morrison	Councillor, CnES
Mr Paul Finnegan	Councillor (Depute/Proxy Member)

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

Ms Debbie Bozkurt	Chief Finance Officer, IJB
Dr Ron Culley	Chief Officer, IJB
Mr Malcolm MacDonald	Staffside Representative, CnES
Mrs Peggy Mackay	Third Sector Representative (Substitute Member)
Mrs Elizabeth Shelby	Staffside Representative, NHS WI (Substitute Member)
Dr Kirsty Brightwell	Associate Medical Director Primary Care, NHS WI
Mrs Maria Mackay	Chief Social Work Officer, CnES
Mrs Mary Mackenzie	Carers' Representative (Substitute Member)

### **In Attendance:**

Mr Malcolm Burr	Chief Executive, CnES
Mr Robert Emmott	Director of Finance and Corporate Resources, CnES
Ms Lesley McDonald	Head of Executive Office, CnES
Mrs Emma Macsween	Head of Partnership Services
Mr Paul Dundas	Head of Locality Services
Mrs Chrisanne Campbell	Chief Nursing Officer
Mrs Yvonne Maciver	Administrator, CnES

### **Apologies:**

Mr Gordon Jamieson	Chief Executive, NHS WI
Mr Norman A MacDonald	Councillor, CnES
Ms Morag Munro	Third Sector Representative

## 1. WELCOME

The Chair welcomed all those attending to the meeting.

The Chair extended his thanks those who were no longer Members of the Integration Joint Board for their work and contribution to the Board over the last period.

## 2. APOLOGIES FOR ABSENCE

### Apologies:

Mr Gordon Jamieson	Chief Executive, NHS WI
Mr Norman A MacDonald	Councillor, CnES
Ms Morag Munro	Third Sector Representative

## 3. DECLARATIONS OF INTEREST

Mrs Peggy Mackay, Third Sector Representative (Substitute Member), declared an interest in Item 9.4 and left the meeting during consideration of the item.

## 4. MEMBERSHIP OF THE IJB AND SUB-COMMITTEE

The Chief Executive, Comhairle nan Eilean Siar, submitted a Report to advise the IJB of changes to its membership; to seek its agreement as to how to fill non-voting member vacancies; to make appointments to the Audit Sub-Committee and to address an outstanding matter in relation to Clinical and Care Governance.

### Decision: The Board formally agreed that:

- (a) (i) the substantive and Depute/Proxy Voting Members appointed by Comhairle nan Eilean Siar and NHS Western Isles as detailed in paragraph 2.1 of the Report be noted; and
- (ii) Kenny John Macleod be appointed as Vice-Chair of the IJB.
- (b) the Board delegate the appointment of a representative of Service Users in terms of paragraph 3 (7) (c) of the Public Bodies (Joint Working) (Integration Joint Board) (Scotland) Order 2014 and a Substitute Member to the Chief Officer, in consultation with the Chair;
- (c) it be noted that NHS Western Isles would require to make an appointment in terms of paragraph 3(1) (h) of the Public Bodies (Joint Working) (Integration Joint Board ) (Scotland) Order 2014;
- (d) NHS Western Isles staff side be requested to make a nomination as a representative of Staff of one of the constituent authorities in terms of paragraph 3 (7) (a) of the Public Bodies (Joint Working) (Integration Joint Board) (Scotland) Order 2014 and that it be delegated to the Chief Officer, in consultation with the Chair, to approve that nomination;
- (e) the Board endorse the nomination of Ms Fiona Macleod as a representative of those providing unpaid care in terms of paragraph 3 (7) (d) of the Public Bodies (Joint Working) (Integration Joint Board) (Scotland) Order 2014 ;

(f) the membership of its Audit Committee be:

Mr Murdo Macmillan  
Mr Ian Burgess  
Mr Angus Morrison  
Mr Paul Steele  
Mr Malcolm Macdonald  
Mr Eoin MacNeil

(g) the Board request that the Chief Officer Health and Social Care, in consultation with the Chief Executives of NHS Western Isles and Comhairle nan Eilean Siar, submit revised terms of reference for the Clinical and Care Governance Committee to the next meeting of the IJB.

## 5. MINUTES

### 5.1 IJB Minute of 23 March 2017

The Minute of the Integration Joint Board held on 23 March 2017 was approved as an accurate record of the discussion, subject to the correction of Mr Malcolm Burr's job title.

**Decision: The Board formally approved the Minute.**

### 5.2 Matters Arising

No items were raised.

### 5.3 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.**

## 6. FINANCIAL PERFORMANCE

### 6.1 Draft IJB Annual Accounts 2016/17

The Chief Finance Officer, submitted the Integration Joint Board's Draft Annual Accounts 2016/17 to the Board for noting. The Draft Annual Accounts document provided information in relation to the IJB's financial monitoring and year end position. The Board was provided with the revised annual budget and actual expenditure for both partners as detailed in the table below:

	Budget (£'000)	Actual (£'000)	Variance (£'000)
NHS Eileanan Siar	38,356	38,150	206
Comhairle nan Eilean Siar	19,660	16,792	2,868
Total	<b>58,016</b>	<b>54,942</b>	<b>3,074</b>

It was highlighted that the underspend of £3.074m, which would be transferred to reserves in line with the reserve policy agreed by the IJB, included £1,631k from

previous years' Health and Social Care reserves held for earmarked projects. The Report indicated that the three broad areas for investment were mental health redesign, intermediate care and the redesign of the residential estate in Lewis.

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

## **6.2 Financial Management Report M12**

The Chief Finance Officer, submitted a Report which drew colleagues' attention to the Month 12 Report. The Report highlighted that at the year end the Integration Joint Board (IJB) was showing an underspend of £1,443k subject to the accounts being audited. The Report indicated that the financial monitoring report provided an overview of the IJB's year-end financial position and the Appendix to the Report gave details on the following sections:

- Key Figures and Comments
- Income and Expenditure
- IJB Management and Administrative Budgets
- Head of Locality Services Budgets
- Head of Partnership Services Budgets
- Head of Dental Services Budgets
- Head of Mental Health Budgets
- Associate Medical Director Budgets
- Alcohol and Drugs Partnership
- NHS Set Aside Budgets

The Chairman thanked both the Chief Finance Officer (NHS WI), Debbie Bozkurt and the Director of Finance and Corporate Resources (CnES), Robert Emmott for their continued dedicated service at a difficult financial time.

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

## **7. CORPORATE GOVERNANCE**

### **7.1 IJB Annual Report**

The Chief Officer, Health and Social Care, submitted a Report seeking agreement of the Annual Report for publication, in line with the IJB's legal obligations. The Report stated that The Public Bodies (Joint Working) (Scotland) Act 2014 ("the 2014 Act") required that Performance Reports were prepared by the IJB, setting out an assessment of performance in planning and carrying out the integration functions for which they were responsible. The Report indicated that the 2014 Act required that copies of the annual report were provided to the parent bodies – the Comhairle and NHS Western Isles – and that the Plan be published. The Chairman congratulated the Chief Officer and all staff for their work.

It was indicated in the Report that Annual Reports required to include an assessment of performance in relation to the National Health and Wellbeing Outcomes, details of inspections, locality planning arrangements, as well as the delivery of the strategic commissioning plans and overall budget management. The draft Annual Report: 2016/17 was detailed in Appendix 1 to the Report. The Draft Annual Report highlighted the four overarching objectives of the IJB as follows:

- Changing our services through the Strategic Plan
- Effective investment of resources
- Supporting Locality Planning
- Operational integration of services

**Decision: The Board formally agreed:**

- to the content of the Annual Report and that it be published on the website of Cùram is Slàinte nan Eilean Siar: [www.ijbwesternisles.scot](http://www.ijbwesternisles.scot); and**
- that the annual Report be publicised with local media outlets**

## **7.2 Complaints Handling Procedure Cùram is Slàinte nan Eilean Siar**

### **7.2.1 Integration Joint Board Compliance Statement**

The Chief Officer, Health and Social Care, submitted a Report which advised that the Integration Joint Board was required to submit a Complaints Handling Procedure to the Scottish Public Services Ombudsman (SPSO) by 3 July 2017. The Report stated that work had been carried out by the Scottish Government and the SPSO to align the NHS and Social Work Complaints Handling Procedures (CHPs). As part of that the SPSO had indicated that as public bodies, all Integration Authorities (“IJBs”) should have their own complaints handling procedures to deal with any complaints against the IJB rather than the parent bodies. The Report indicated that the SPSO had published a template CHP for Integration Joint Boards, together with a set of requirements detailed at item 7.2.1 of the Report.

**Decision: The Board formally agreed:**

- that the SPSO template for an IJB Complaints Handling Procedure (CHP) be adapted for local purposes, to the satisfaction of the Chief Officer and Chief Executives of NHS Western Isles and Comhairle nan Eilean Siar, in consultation with the IJB Chair; and that the Chief Officer be authorised to submit the CHP to the SPSO by 3 July 2017 for a compliance check; and**
- to note that, should the SPSO confirm that the draft CHP was in acceptable terms, it be submitted to the IJB for formal approval in September.**

## **7.3 Dementia Strategy**

The Chief Officer, Health and Social Care submitted a Report which sought to agree and publish the Dementia Strategy of the Integration Joint Board. The Report stated that the need to develop a Dementia Strategy for the Western Isles was set out in the IJB Strategic Plan and was also a recommendation of the recent Joint Inspection of Older People’s Care. The Report indicated that the Strategy had been developed by a multi-agency, multi-professional working group led by the Dementia Nurse Consultant. The Report highlighted that the principal goals of the strategy were: Early diagnosis; Optimising physical health, cognition, activity and well-being; Detecting and treating behavioural and psychological symptoms; Avoiding inappropriate admissions to hospital; and Providing information and long-term support to caregivers. It was indicated that when the Board approved the strategy, implementation would be via the Managed Clinical Network chaired by the Nurse Director and would involve all sectors and professional groups.

**Decision: The Board formally agreed:**

- (a) to the content of the Dementia Strategy as a draft;**
- (b) that the finalised strategy be submitted to the next meeting of the Board following conclusion of the consultation process detailing proposed timelines and estimated financial consequences including detail of the role of the third sector and opportunities for the third sector to access funding.**

#### **7.4 Annual Governance Statement of Assurance**

The Chief Officer, Health and Social Care, Dr Ron Culley submitted a Report which sought approval of the IJB's proposed Annual Governance Statement of Assurance.

The Report stated that the draft IJB Annual Governance Statement was a requirement of the local authority accounting regime under which Integration Joint Boards operated. The purpose of this Statement was to assist the Board in its scrutiny role and provide it with reassurance as to processes and procedures in relation to Governance. This statement formed part of the Board's accounts and outlined how the Board had responded in its first full operational year to ensure that operational arrangements were in place for the governance of its affairs and to facilitate the efficient exercise of its functions. This included setting the strategic direction, vision, culture and values of the IJB; the effective operational corporate systems processes and internal controls; engaging with and leading communities; monitoring whether strategic priorities and outcomes had been achieved; ensuring that services were delivered cost effectively; maintaining appropriate arrangements for the management at risk; and ensuring that the IJB complied with the statement of the role of the Chief Financial Officer. Progress in relation to agreed improvements in each of these areas would be monitored and scrutinised in future years.

**Decision: The Board formally approved the Report.**

### **8. STRATEGIC GOVERNANCE**

#### **8.1 Mental Health Redesign**

The Chief Officer, Health and Social Care, submitted a Report which profiled the redesign of mental health services in the Western Isles, including the public engagement work taken forward over the last year to determine which model of provision best suited the local operating environment. The Report detailed that this would emerge from the work of five work-streams, carried out in partnership with statutory and third sector agencies and supported by input from service users and caregivers, which would seek to capture the relevant workforce, performance management and quality assurance, clinical, resource and recovery strategy/service pathways information. The Report indicated that the process would seek to define change across different population groups, including people with a dementia diagnosis, substance misuse and specific mental illnesses, while reflecting the variations across the diverse geographical area. The Report stated that the review of mental health services had been a long-standing objective of NHS Western Isles, which had subsequently been accommodated within the IJB Strategic Plan. The Report set out the details of the redesign and engagement work to date. The

Chairman highlighted the importance of focus on improving lives rather than financial savings.

**Decision: The Board formally agreed:**

- (a) to note that the public engagement and consultation (January-May 2017) had now been completed, which had included full engagement with Locality Planning Groups;**
- (b) to note that more refined operational models on the back of the five work-streams detailed above were now being developed; and**
- (c) that a Report be submitted to the September 2017 meeting of the Board detailing an estimated timeline for Mental Health Redesign which would be informed by discussion with employees delivering the service.**

**Action: Dr Maggie Watts**

## **8.2 Community Justice Outcome Improvement Plan**

The Chief Officer, Health and Social Care, submitted a Report to update the IJB on the progress of Community Justice Reform in Scotland. The Report stated that each Community Justice Partnership was expected to complete a Community Justice Outcomes Improvement Plan (CJOIP) before 31 March 2017. The Outer Hebrides Plan had been developed by the local Community Justice Partnership between October 2016 and March 2017. The Report stated that the final draft had been agreed by the Community Planning Partnership in time for the beginning of the financial year. The Report highlighted that the CJOIP set out a range of actions which would be carried forward over the course of the year, focusing on both victims and offenders, with a clear focus on community engagement. It was indicated in the Report that the IJB had a specific interest in the community justice agenda given that it had delegated responsibility for criminal justice social work and given its interest in the work of the Alcohol and Drugs Partnership.

**Decision: The Board formally agreed to:**

- (a) note the reforms to the community justice landscape in Scotland; and**
- (b) note that the Community Justice Outcomes Improvement Plan (CJOIP) was now in place and being implemented.**

**Action: An update Report to be provided to the Board every six months.**

## **9. OPERATIONAL MATTERS**

### **9.1 Homecare Underspend**

The Chief Officer, Health and Social Care, submitted a Report which provided an explanation of the £507,111 underspend within Home Care for 2016/17. The Report stated that there had been a number of targeted areas of efficiency management and redesign, coupled with that of human resources pressure that had led to an underspend of £507,111 which was detailed within the background to the Report. It was intimated in the Report that a number of redesign agendas continued, notably; redesigning home care in rural areas, introducing reablement services and a review of urgent care all of which linked to Anticipatory Care Planning.

The Report indicated at paragraph 8, that there were 2.9FTE vacancies which was made up of 107 hours per week of vacancies from across the five localities. It was highlighted that, as the service had moved to a position of Full Time Equivalency (FTE) management in Stornoway and Broadbay, it also sought to move to a position of vacancy management in all other locality areas, post redesign of Home Care. It was further highlighted that it was anticipated that the final stages of redesign of home care would conclude around October/November 2017, subject to Comhairle Committee approval.

**Decision: The Board formally agreed to:**

- (a) note the reasons for the underspend in the Home Care service as detailed at paragraph 8 of the Report; and**
- (b) note that future updates on the development and implementation of reablement and urgent care services would be reported to the Integration Joint Board.**

**Action: Progress redesign agendas – Head of Locality Services**

## **9.2 Residential Care Charging**

The Chief Officer, Health and Social Care, submitted a Report which provided the Board with an update on the year end position in relation to care charges income for 2016/17. The Report stated that as part of the financial monitoring process, an estimate of care charges income had been made to enable a forecast outturn position to be provided. It was intimated in the Report that there had been a backlog position in assessing and invoicing for care charges and this had necessitated estimates of expected income to be made each quarter. The Report detailed that the monitoring Report presented to the Comhairle's Audit and Scrutiny Committee on 20 June 2017 had reported that sixty one backlog cases were still to be invoiced, relating to thirty one service users still resident in a care home and thirty who were deceased or had been discharged.

The Report indicated that £1.982m had been included as the income budget for 2017/18. That figure was still an estimate of income due, with assumptions relating to the resident's financial circumstances and periods where rooms were not occupied being factored into the assumptions made. It was highlighted in the Report that it was proposed that an update be brought to the meeting in September 2017 for the period April-August 2017. The Report concluded that the change in income projections between quarters 3 and 4 could be attributed to the difference between estimated charge and the actual amount invoiced.

**Decision: The Board formally agreed to:**

- (a) note the financial position in relation to income for 2016/17; and**
- (b) agree that a further Report be brought to the meeting in September 2017 to review the estimated income to be received in 2017/18 and any consequent impact that this would have on overall forecast outturn position.**

**Action: Head of Locality Services to submit Report.**

### **9.3 Lewis Residential Care Update**

The Head of Social and Partnership Services submitted a Report to provide members with an update on progress with the review of residential care in the Isle of Lewis. The Report stated that the Lewis Residential Care Project Board was addressing the requirements to present an options appraisal for the replacement of residential care services in Lewis to the September 2017 series of the IJB, Comhairle and partner organisations' board meetings.

It was intimated in the Report that the Project Board had established a Project Team and a number of Workstreams to enable the various actions relating to models of care, communication, finance, procurement and design and construction to be addressed within the specified timescales. It was stated in the Report that further work on the revenue implications would take place between October and November 2017.

**Decision: The Board formally agreed to note the progress being made to deliver the Lewis Residential Care Review options appraisal to the September 2017 meeting.**

**It was agreed to take the next item in private at the information related to matters which were Commercial-In-Confidence.**

**Mrs Peggy Mackay, Third Sector Representative (Substitute Member), declared an interest in Item 9.4 and left the meeting during consideration of the item.**

### **9.4 HC-One: Contractual Position**

The Head of Social and Partnership Services, Emma Macsween, submitted a Report which provided a briefing to Members on ongoing negotiations with HC-One, who were the providers of care in the Blàr Buidhe Nursing Home in Stornoway.

**Decision: The Board formally agreed:**

- (a) to increase the weekly fee level to £710 per person per week in support of the ongoing partnership, subject to the conditions set out at paragraph 12 of the Report;**
- (b) that the £18,252 additional 2017/18 budgetary provision for the revised fee and the enhanced payment rate of £2 per resident (c£2,000 in 2017/18) had been committed through the revised income projections for residential charging; and**
- (c) that, on confirmation of the Care Inspectorate's assessment of Quality of Care and Leadership being awarded grades 5 and 6, there would be a further increase of £2 per resident per week for the duration of the existing contractual period.**

## **10. PERFORMANCE**

### **10.1 Performance Monitoring Review**

The Chief Officer, Health and Social Care submitted the Balanced Scorecard Performance Report 2016/17 for the IJB. This report outlined the performance management system and the role of performance data. The Report tracked performance showing any shifts since the data had last been reported.

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

### **10.2 Delayed Discharges**

The Chief Officer, Health and Social Care, submitted a Report to enable the Board to note progress made in reducing the number of people delayed in hospital by over two weeks. The Report stated that, since the establishment of the IJB, the number of delayed discharges had risen and then fallen. The Report indicated that prior to those delayed discharge numbers hitting a peak in November 2016; a delayed discharge action plan had been devised. Since then significant work had gone into working with the clinical and care leads at an operational level to change culture and practice.

**Decision: The Board noted the general improvement in supporting people's discharge from hospital.**

### **10.3 IJB Strategic Plan – Implementation Progress Report**

The Chief Officer, Health and Social Care submitted a Report which detailed the implementation progress of the Strategic Plan. The Report provided an update on progress using a red, amber, green (RAG) system. It was highlighted that none of the key deliverables had a red status, eight had an amber status and 18 had a green status.

The Report showed that one key deliverable had changed from a green status to an amber status - "Where appropriate, we will reduce the variation between localities in resource use at end-of-life by supporting palliative care at home or in a homely setting". It was indicated that a short-life working group had been convened to consider the development of integrated pathways of care for palliative and end-of-life care. In addition, the Western Isles would participate as a national test-site in the roll-out of the new national strategy. It was anticipated that this would run over the next financial year but had been subject to delay.

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

### **10.4 IJB Strategic Risk Register**

The Chief Officer, Health and Social Care, Ron Culley, submitted a Report which detailed the Integration Joint Board Strategic Risk Register. The Report gave information on eight Strategic Risk events, detailed the risk owner and risk rating for each.

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

## **11. ANY OTHER COMPETENT BUSINESS**

### **11.1 Scottish Health Council Role Clarification**

The Chief Officer, Health and Social Care, Ron Culley, submitted a Report to note that the Scottish Government and the Scottish Health Council had clarified their position in respect of whether Integration Authorities were subject to guidance produced by the Scottish Government about service change within the NHS. The conclusion of Scottish Government was that the Scottish Health Council had no formal role in relation to IJBs.

**Decision: The Board formally agreed to:**

- (a) note the position of the Scottish Government and the Scottish Health Council in respect of whether Integration Authorities were subject to guidance produced by the Scottish Government about service change within the NHS; and**
- (b) note that in line with the decision of the IJB in March 2017, full public consultation take place on the proposal to develop a central dental hub in Uist**

## **12. DATE AND TIME OF NEXT MEETING**

Date: 21 September 2017  
Time: AM  
Location: Committee Room 3, CnES

**Future dates:**

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.