



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Minute of the meeting of the Western Isles Integration Joint Board held on Thursday 21 September at 10.30am, in the Council Chambers, Comhairle nan Eilean Siar.

Voting Members Present:

Mr Kenny John Macleod	Councillor, CnES (Chairman of IJB)
Mr Ian Burgess	Non-Executive Director, NHS WI (Vice-Chair of IJB)
Dr Neil Galbraith	Chair, 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 Norman A MacDonald	Councillor, CnES

Non-Voting Members Present:

Ms Debbie Bozkurt	Chief Finance Officer, IJB
Dr Ron Culley	Chief Officer, Health and Social Care
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
Dr Maggie Watts	Director of Public Health, NHS WI
Mrs Fiona Macleod	Carer's Representative

In Attendance:

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, CnES
Mr Paul Dundas	Head of Locality Services, CnES
Mrs Chrisanne Campbell	Chief Nursing Officer, NHS WI
Mrs Helen Mackenzie	Head of Exchequer and Procurement, CnES
Mr Dan MacPhail	Project Manager, CnES
Mr Nigel Scott	Communications Officer, CnES
Mrs Marion Macleod	Administrative Officer, CnES

Apologies:

Mr Gordon Jamieson	Chief Executive, NHS WI
Mr Malcolm Burr	Chief Executive, CnES
Ms Morag Munro	Third Sector Representative

The Clerk chaired the meeting and called for nominations for Chair of the IJB.

1.3 MEMBERSHIP AND GOVERNANCE – CONFIRMATION OF MEMBERS

With reference to item 4 of the Minute of Meeting of 22 June 2017, the Chief Executive, CnES submitted a Report requesting that the IJB appoint its Chair and Vice Chair for a two year term to 20 September 2019 and advising of further changes to the membership. At its meeting on 22 June 2017 the IJB had considered changes to its membership and authorised the Chief Officer in consultation with the Chair to appoint a representative of service users and a substitute member and also to approve the nomination from the Western Isles staff side of a non voting member. The IJB was asked to note that Ms Anne Moqbel had been appointed as a representative of service users with Mr Donnie Macleod as a substitute

and that Ms. Elizabeth Shelby had been appointed as a Representative of NHS Western Isles with Mrs Dana Murray as a substitute following nomination by NHS Western Isles staff side.

It was agreed

- (1) that the IJB appoint Mr Kenny John Macleod, a voting member appointed by Comhairle nan Eilean Siar, as Chair for a two year period from 21 September 2017;
- (2) that the IJB appoint Mr Ian Burgess, a voting member appointed by NHS Western Isles, as Vice Chair for a two year period from 21 September 2017;
- (3) that the IJB note the appointment of Ms Ann Moqbel as 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 Mr Donnie Macleod as a substitute member; and
- (4) that the Board note the appointment of Ms. Elizabeth Shelby as a representative of staff of NHS Western Isles being 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 Mrs. Dana Murray as a substitute member

WELCOME

The Chairman welcomed all those attending to the meeting.

The Chairman extended his thanks to those who were no longer Members of the Integration Joint Board for their work and contribution to the Board over the last period. He further thanked Dr Neil Galbraith for his outstanding contribution to the IJB over the past two years and stated that he hoped that Dr Galbraith would continue to contribute to the work of the IJB in his capacity as a voting member.

2. APOLOGIES FOR ABSENCE

Apologies:

Ms Morag Munro
Mr Gordon Jamieson
Mr Malcolm Burr

Third Sector Representative
Chief Executive, NHS WI
Chief Executive, CnES

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

5 MINUTES

5.1 IJB Board Minute of 22.06.17

The Minute of the Integration Joint Board held on 22 June 2017 was approved.

5.2 MATTERS ARISING

There were no matters arising.

5.3 Action Points

All of the Action Points detailed were for information.

6 FINANCIAL PERFORMANCE

6.1 IJB Annual Accounts 2016/17

The Audited Accounts of Cùram is Slàinte Nan Eilean Siar 2016/17 were presented for approval. It was stated that the audited accounts had been considered by the IJB Audit Committee and were recommended for approval. The commentary provided a summary of the IJB's financial performance for

the year and how this had supported the delivery of its core duties. It also summarised the challenges and risks it faced in future years in delivering its objectives. Audit Scotland, the IJBs external auditors, had issued an unqualified opinion.

It was agreed that the Audited Annual Accounts 2016/17 be approved.

The Board considered the Statement from Audit Scotland in terms of the International Standard on Auditing (UK and Ireland) 260 (ISA 260) which required auditors to report specific matters arising from the audit of the financial statements to those charged with governance of a body in sufficient time to enable appropriate action. The section headed "Significant findings" in the attached annual audit report advised that there were no issues to report to Members of the IJB. The Report would be issued in final form after the financial statements had been certified.

It was agreed to note the terms of the Statement.

6.2 Investment Strategy

A Report was submitted by the Chief Officer, Health and Social Care which set out a broad strategy for investing the change funds passed to the IJB to support the redesign of Health and Social Care services. The Report stated that there were a number of specific funds that had been delegated to the IJB to support the transformation of services. When the IJB Strategic Plan had been agreed in March 2016, the Investment Strategy had focused on three broad areas: mental health redesign (to support short term double running costs); intermediate care (the absence of which was at that time contributing to delayed discharges and which had been picked up as part of the joint inspection); and the redesign of the residential estate in Lewis (to boost long term care capacity as part of a move to a mixed economy of care). The Report provided an update on the investment plan against these priorities.

It was agreed to approve the investment plan appended at Annex 1 to the Report.

6.3 Chief Finance Officer Report

The Chief Finance Officer, IJB submitted a Report in relation to the financial position of the Integration Joint Board at Month 4, 31 July 2017, the risks associated with the Financial Efficiency Plans and the budget movements since the original IJB budget had been set. The Report highlighted that the Month 4 monitoring report was attached as Item 6.3.1. At month 4 the IJB was showing an overspend of £1,263k and projecting an underspend of £124k at year end. The main areas of projected year end variances were Acute Nursing (£98), Community Hospitals (£64k) Home Care £437k, Mental Health placements (£257k), mental health consultants (£100k) and adult care and supported services £137k.

6.3.1 Financial Monitoring Report – 31 July 2017

The Chief Finance Officer, IJB submitted a Report in relation to the financial monitoring Report which provided an overview of the Integration Joint Board's financial position at 31 July 2017. The Report detailed the spend to date and explained any variances which had arisen in the first four months of the year which were likely to have had an impact on the year end outturn. At 31 July 2017 the Board was showing an overspend of £1,263k and a projected year end underspend of £124k. The main areas of concern were Community Hospital Nursing, Mental Health Consultants and Acute Nursing. Homecare continued to show an underspend.

It was agreed that the Reports be noted.

6.3.2 Virements

The Chief Finance Officer, IJB, submitted Virements to 31 July 2017 which highlighted that there was a total of £58,166 in relation to allocation adjustments.

It was agreed to note the Report.

The Chairman thanked all the officers concerned for their hard work in relation to the Accounts.

6.3.3 Financial Efficiency Plan 2017/18 Risk and Mitigation Report

The Chief Finance Officer, IJB, submitted the Financial Efficiency Plan 2017/18 in relation to risk and mitigation identified. The Report showed nine high risk programmes, nineteen amber programmes and five at low risk.

It was agreed to note the Report.

7 PERFORMANCE

7.1 Integration Performance Indicators – Q1 17/18

The Chief Officer, Health and Social Care submitted a Report detailing the RAG status of the Integration Performance Indicators 2017/18 as at 30 June 2017. The Report stated that this status was based on latest performance against trajectory target to date or baseline activity where no trajectory target was available to date. Arrows showed the trend information for the latest period compared to the previous period. This allowed reporting of scenarios where performance may be positive or negative (GREEN or RED) but the recent trend may be upwards or downwards, depending on type of Performance Indicators.

It was agreed

- (1) to note the Report; and**
- (2) that the Chief Finance Officer, IJB and Chief Officer, Health and Social Care would continue to take forward the management of financial risk.**

7.2 Delayed Discharge Action Plan

A Report was submitted by the Chief Officer, Health and Social Care in relation to the progress made in the reduction of the number of people delayed in hospital over two weeks. The Report stated that, since the establishment of the IJB, delayed discharges had risen and then fallen. Following the commissioning of additional bed capacity at Bethesda, there had been a short-term reduction in the number of people delayed, but following spikes during the mid-summer and then October (both holiday periods), the number of people delayed had increased to previous levels, reaching 30+ by November 2016. However, under the auspices of the action plan, significant work had gone into working with the clinical and care leads at an operational level to change culture and practice. Under the leadership of the Head of Social and Partnership Services, the weekly discharge planning meeting had shifted from supporting the passive exchange of information to problem solving and risk management. The number of code 9 delayed had dropped markedly.

It was agreed to note the general improvement in supporting people's discharge from hospital.

7.3 IJB Strategic Plan – Implementation Progress Report

A Report was submitted by the IJB in relation to the progress made with the implementation of the IJB Strategic Plan which detailed progress on a RAG in relation to delivering improvements.

It was agreed to note the progress Report.

7.4 IJB Strategic Risk Register

A Report was submitted by the Chief Officer, Health and Social Care in relation to the progress on the Strategic Risk Register.

It was agreed to note the Strategic Risk Register and to request that future Reports were more up to date if possible.

8 CORPORATE GOVERNANCE

8.1 Dementia Strategy

The Chief Officer, Health and Social Care submitted the Dementia Strategy 2017-2020 and sought agreement to 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 a recommendation of the recent Joint Inspection of Older People's Care. The Strategy had been developed by a multi-agency, multi professional working group led by the Dementia Nurse Consultant. Over the last six months, there had been consultation and engagement with stakeholders, clinicians and the general public in respect of its content. 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 further stated that implementation would be via the Managed Clinical Network chaired by the Nurse Director and which would involve all sectors and professional groups.

It was agreed

- (1) that the content of the Dementia Strategy be approved and that it be published on the website of Cùram Is Slàinte;**
- (2) to publicise the strategy with local media outlets and through third sector bodies; and**
- (3) that the IJB move to implement the Dementia Strategy 2017-2020.**

8.2 COMPLAINTS

8.2.1 The Chief Officer, Health and Social Care submitted a Report seeking agreement of the Complaints Handling Procedure of the Integration Joint Board and thereafter to publish. The Report stated that recent work had been carried out by the Scottish Government and the Scottish Public Services Ombudsman (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 should have their own complaints handling procedures to deal with any complaints made against them – as distinct from complaints raised about services delivered by the parent bodies. The SPSO had published a template CHP for Integration Joint Boards, along with a set of requirements to meet vis-à-vis the parent bodies. This was based on the Scottish Government, Scottish Parliament and Associated Public Authorities model CHP.

It was agreed to approve the contents of the Complaints Handling Procedure that it be published on the website of Cùram Is Slàinte.

8.2.2 Complaints – Contact Us

The IJB submitted a leaflet for information and would be available on the Cùram Is Slàinte website.

It was agreed to note the terms of the Leaflet.

8.2.3 FOI/Complaint Register

The format of the IJB had FOI and Complaint Register was submitted for the IJB's approval.

It was agreed to approve the format of the FOI and Complaints Register.

9 STRATEGIC GOVERNANCE

9.1 Mental Health Redesign Progress Report

The Chief Officer, Health and Social Care submitted a Report which summarised progress being made in the redesign of mental health services in the Western Isles and noted the constraints on setting a timeline for implementation, which included the individual workstream activities being taken forward. The Report highlighted that the review of mental health services had been a long-standing objective of

NHS Western Isles, which had subsequently been incorporated in the IJB strategic plan. The Report set out the detail of the redesign and redevelopment work to date.

It was agreed that the progress being made in the workstreams towards implementation of Option 3 be noted.

10 OPERATIONAL MATTERS

10.1 IJB Business Travel Policy

The Chief Officer, Health and Social Care submitted a Report which sought approval to agree and publish the travel policy of the Integration Joint Board. The Report stated that the need to develop a travel policy had been suggested by the Chair of the IJB following several challenges in connecting the VC from Uist and Barra. The IJB had consistently operated on the basis of inclusion and it was therefore proposed that the IJB should support members to attend IJB meetings or other appropriate events who were unable to fund travel and accommodation. The policy therefore focused on IJB members who were not supported by the two statutory bodies: NHS Western Isles and the Comhairle. It was further intimated that in view of the fact that the IJB covered the Western Isles that consideration might be given to holding one meeting a year in an alternative venue.

It was agreed that the content of the IJB travel policy be approved with immediate effect.

It was agreed that the public, including the press, be excluded from the Meeting during consideration of the following item on the grounds that exempt information namely information relating to any particular applicant for, or recipient or former recipient of, any service provided by the IJB and information relating to the financial or business affairs of any particular person (other than the IJB) would be disclosed.

10.2* LEWIS RESIDENTIAL CARE

The Chief Officer, Health and Social Care submitted a Report which provided the IJB with an update on the options appraisal work in relation to Lewis Residential Care Project and sought approval to progress with the preferred model of care to enable the partner organisations to consider the associated funding requests. The proposal was to develop homely care environments to enable best practice care to be provided for the aging population. Key recommendations were to approve the development of a new multi-functional campus within the Stornoway area (Goathill Farm) and action further work to refine proposals for rural Lewis and the Ardseileach core and cluster campus. The time limited offer of Scottish Government grant allocation to support the housing element would require a decision to proceed to enable funding to be allocated and spent within the specified timescale for the Project.

The Report stated that the initial task addressed by the Master Planning exercise had been to examine the condition, suitability and viability of refurbishing the existing properties of Dun Eisdean and Dun Berisay. That part of the exercise had considered the viability of remodelling the internal layouts to increase bedroom layouts which included en-suite facilities and it had been determined that this would result in a reduced capacity of bedrooms. The current capacity was seventy one. The works would provide forty seven bedrooms in total or fifty seven should the Hebridean Housing Partnership flats be included. The total cost of remodelling both care homes was estimated at £8m not including the temporary accommodation for the residents which would be required to enable the works to proceed. These implications were not considered acceptable or viable in terms of the reduction in bedroom numbers, the care needs of the frail residents or feasible in relation to sourcing a suitable temporary homely environment. The Master Planning exercise had clarified the potential of Dun Berisay and Dun Eisdean to be re-developed for social housing investment, with the potential for thirty four homes across the two sites.

It was agreed insofar as the Board's interests were concerned that

- (1) the preferred model of care for the Stornoway area to be developed in partnership with the Hebridean Housing Partnership be based in principle within the Hebridean Partnership land at Goathill Farm, Stornoway to deliver a 52 bed residential care home and 50 extra care housing units incorporating the transfer of respite and intermediate care services to the new model of care and retention of the existing nine externally commissioned respite care beds as permanent nursing beds subject to the Chief Officer Health and Social Care and the Chief Finance Officer of the Integration Joint Board continuing further work on the**

revenue estimates and presenting for approval the associated charging policy to enable the revenue commitment to be within the budgetary provision of the Integration Joint Board;

- (2) capital funding requests be submitted to the Comhairle, the Hebridean Housing Partnership and Scottish Government on the basis of the capital projections for a 52 bedded care home and 50 extra care housing units development at Goathill Farm, Stornoway subject to the progression of the design development and statutory approvals and processes to attract the level of capital resourcing required to be able to transform residential care services in Lewis;
- (3) a business case be submitted to NHS Western Isles Capital Investment Group providing the indicative costings of the Project incorporating the Mental Health Re-design elements and Community Equipment store projects at the earliest opportunity;
- (4) the preferred model of care for rural Lewis be based in principle on an extra care model with an indicative unit number of 16 subject to further refinement on the basis of analysis of the four sites identified namely, Eorpie, Barvas, Carloway Day Centre and the partnership project in Barvas being developed by the Galson Estate through the established Project Board and Integrated Corporate Management Team with an update report to the December 2017 Integration Joint Board and relevant Committees as appropriate;
- (5) it be noted that an indicative capital costing for rural Lewis would be presented to the Comhairle's Policy and Resources Committee in October 2017 outlining the potential costs based on the current deliberations for unit costs for the Stornoway area proposal; and seeking agreement that further work be presented to the December Series of meetings in relation to the potential for investment to be incorporated in the Strategic Housing Investment Plan 2018 -2023;
- (6) in light of the preferred locations for rural Lewis, the current unoccupied care unit previously operated as a private unstaffed tenancy, at Kirkibost be deemed surplus to requirements; and
- (7) further work be undertaken to refine the capital and revenue implications of increasing the capacity of the cluster units at Ardseileach through the re- provisioning of the Day Care Centre to the Grianan Centre and the implications of such investment being included in the Strategic Housing Investment Plan 2018-2023.

10.2.9 Local Housing Strategy

The Chief Officer, Health and Social Care submitted a Report in relation to the Comhairle's Local Housing Strategy, The Report stated that the draft Strategy was based on four strategic themes, namely: Housing Quality; Housing Supply; Homelessness; and Independent Living. Further development of the Strategy had been delegated to the Comhairle's Communities and Housing Strategic Member Officer Working Group (MOWG) who had re-affirmed support of the four strategic themes, undertaken detailed consideration of each of these and agreed that the focus of the strategy should be to assist delivery of the Community Planning Partnership priorities of addressing population decline and providing improved and expanded Health and Social Care services. The draft Local Housing Strategy 2017-2022 was appended to the Report

It was agreed to note the Report.

10.3 2018/19 Meeting Timetable

The Chief Officer, Health and Social Care submitted a Report in relation to 2018 meetings of the IJB Board, Audit Committee and IJB Seminars with both organisations. The timetable was included in the Report.

It was agreed that the Integration Joint Board, Audit Committee and Joint Seminar dates be agreed, taking into account that dates may change subject to requirements and availability.

10.4 Homecare Service – Presentation

The Chief Officer, Health and Social Care gave a presentation on Homecare Services which highlighted the changes in reforming how the IJB processed delayed discharges. The Chairman

thanked the Chief Officer for the presentation and Members were afforded the opportunity to ask questions.

It was agreed that the IJB would note the presentation.

10.5 Residential Care Charges

The Director of Finance and Corporate Resources, CnES, submitted a Report in relation to the forecast outturn in respect of older people's residential care charges income for 2017/18. The total budget for care home income for 2017/18 was £2.016m (following the deduction of bad debt provision). There had been continued progress to clear the backlog alongside the processing of new and annual review financial assessments. A concurrent report to the Comhairle's Audit and Scrutiny Committee was reporting forty two cases left in the backlog (from an initial 124) as detailed in Appendix 2.

The Report further detailed that due to significant progress made to clear the backlog of financial assessments; it had been possible to undertake a line by line review of the forecast outturn within each care home. In line with the practice used to calculate the budgeted income, a 20% provision of £0.592m had been included in the forecast outturn for bad debts. Estimating budgets and forecast outturn for care charges was problematic due to the assumptions required for service user income profiles. As service users changed annual income could vary by up to £40,000 depending on their financial circumstances. The forecast outturn predicted an excess of £0.354m over the income budgeted.

It was agreed that the forecast outturn of £2.370m residential care home income which was £0.354m in excess of budget be noted.

10.5.2 The Director of Finance and Corporate Resources, CnES, submitted a Report which provided an update on the progress being made with the processing of financial assessments for social care for both new and backlog cases. The Report stated that charging for residential and nursing care generated an estimated £3m annual income for the Integration Joint Board. Good progress was being made with the work relating to the backlog with subsequent invoicing resulting in monies being received by the Comhairle for outstanding debt. There were now sixty one cases remaining in the backlog.

It was agreed to note the progress being made with the financial assessment of care charges as detailed in the Report.

It was agreed that the public, including the press, be excluded from the Meeting during consideration of the following item on the grounds that exempt information namely information relating to any particular applicant for, or recipient or former recipient of, any service provided by the IJB and information relating to the financial or business affairs of any particular person (other than the IJB) would be disclosed.

10.6 The Chief Officer, Health and Social Care submitted a Report which sought approval to enter into a lease of the former Doigheag Care Home from Tagsa Uibhist, and to amend the Comhairle's Scheme of Delegation to grant delegation to the Chief Officer, Health and Social Care to put in place any necessary ancillary arrangements – including leasing but not purchase of property – to facilitate delivery of services delivered under Direction from the IJB.

It was agreed to recommend, insofar as the interests of the Board were concerned, that the Comhairle:

- (1) enter a lease, initially for a period of one year and then as appropriate thereafter, of the former Doigheag Care Home from Tagsa Uibhist, on the basis that an element of the service user's Community Activities budget covers all applicable costs; and**
- (2) authorise the Chief Officer, Health and Social Care, to put in place any necessary ancillary arrangements, including leasing but not purchase of property, to facilitate delivery of services delivered under Direction and agree that the Comhairle's Scheme of Delegation be amended accordingly.**