



# CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

## Western Isles Integration Joint Board

Minutes of the Meeting held on 13 February 2019

### Voting Members Present:

Cllr Kenny John Macleod	Councillor, CnES (Chair of IJB)
Mr Ian Burgess	Non-Executive Director, NHS WI (Vice-Chair of IJB)
Cllr Norman A Macdonald	Convener, CnES
Mrs Gillian McCannon	Non-Executive Director, NHS WI
Ms Rosemary Bugler	Non-Executive Director, NHS WI
Cllr Ranald Fraser	Councillor, CnES (Substituting for Cllr Angus Morrison)
Cllr Paul Steele	Councillor, CnES

### Non-Voting Members Present:

Dr Ron Culley	Chief Officer, Health and Social Care
Ms Debbie Bozkurt	Chief Finance Officer, IJB
Ms Dena Macleod	Chief Executive, Hebridean Housing Partnership
Mrs Fiona Macleod	Carer Representative
Mrs Kathleen McCulloch	Lead Nurse Community, NHS WI
Mrs Morag Munro	Third Sector Representative
Mr Hector Macleod	Third Sector Representative
Mr David Gibson	Chief Social Work Officer, CnES
Mr Angus Murray	Unison Trades Union

### In attendance:

Mr Gordon Jamieson	Chief Executive, NHS WI
Mr Robert Emmott	Director of Assets, Finance and Resources, CnES
Mrs Emma Macsween	Head of Partnership Services, CnES
Cllr Paul Finnegan	Councillor, CnES
Mrs Catriona Mackenzie	Clerk, Minutes

### Guest:

Mrs Jenny Pitts	National Development Team for Inclusion (NDTi)
-----------------	------------------------------------------------

## 1 WELCOME

The Chair presided over the meeting and welcomed everyone. It was noted that Cllr R Fraser was attending as a substitute for Cllr A Morrison.

## 2 APOLOGIES

Apologies were received and noted from Dr Kirsty Brightwell (NHS WI), Dr Maggie Watts (NHS WI), Mr Malcolm Burr (Chief Executive, CnES), Mr Murdo Macmillan, Cllr Angus Morrison (CnES, Vice-Chair Audit Committee) and Mrs Michelle Macphail (Business Manager NHS WI).

## 3 DECLARATION OF INTEREST

The members were asked to declare if they had any conflicts of interest relating to agenda items for the meeting. Cllr R Fraser declared an interest in Item 8.1 on the agenda and indicated that he would leave the meeting room at that point. There were no other declarations.

## 4 PRESENTATION: NDTi - COMMUNITY LED SUPPORT (CLS) PROGRAMME

The Chair introduced Mrs Jenny Pitts, Programme Lead (Community Led Support) at NDTi, a not for profit organisation based in Bath who worked with communities, Government and health and social care partnerships to support policymakers, services and communities. NDTi had been engaged by the Board to support transformational change, following approval of a recommendation at the December 2018 IJB meeting. Mrs Pitts gave a presentation on the Community Led Support (CLS) Programme which had at its heart these principles:

- Co-production brings people and organisations together around a shared vision.
- There is a focus on communities and each will be different.
- People can get support and advice when they need it so that crises are prevented.
- The culture becomes based on trust and empowerment.
- People are treated as equals, their strengths and gifts built on.
- Bureaucracy is the absolute minimum it has to be.
- The system is responsive, proportionate and delivers good outcomes.

A question and answer session followed and gave rise to consideration of the main issues faced in implementing the CLS model which were: resilient communities being empowered and driving the agenda for change; support for carers; and continued support for Third Sector organisations.

The Chair thanked Mrs Pitts for her presentation and remarked on the timeliness of the appointment and the principles of the Programme.

**Action: Update members as the work progresses. Dr R Culley**

## 5 MINUTES

5.1 The minutes of the Integration Joint Board meeting held on 18 December 2018 were approved subject to correction of a typing error in the second paragraph of item 5.2.

**Decision: The Board formally approved the minutes of the meeting held on 18 December 2018.**

### 5.2 Matters Arising

Dr Culley apologised for the delay with circulation and publication of the agenda, supporting papers and minutes. Mrs F Macleod pointed to a contravention of the IJB Standing Orders which regulated the conduct of meetings and procedures leading up to them and described the failure to deliver the papers in time as leading to poor communication and ineffective results during her interactions with organisations. Mrs Macleod requested that her comments be recorded in the minutes.

**Decision: The Board noted the concerns. The Chair agreed with the comments made and delegated responsibility to the Chief Officer to look into the matter.**

**Action: Dr Culley to review process for circulation of agenda papers and report back to the Board.**

**Dr R Culley**

### 5.3 Action Points

**18.12.18 – Item 5.5 Locality Planning Groups** – Dr Culley advised that he would report to the Board in due course about the structure of Locality Planning Groups.

**Dr R Culley**

### 5.4 Audit Committee Minutes

In the absence of Mr M Macmillan and Cllr A Morrison, the minutes of the Joint Board Audit Committee meeting held on 11 September 2018 were noted.

**Decision: The Board noted the minutes and acknowledged the work of the Committee.**

## 6 FINANCE

### 6.1 Chief Finance Officer Report: Month 9 - Finance and Workforce

Ms D Bozkurt gave an overview of the position statement at Month 9 and forecast spends to achieve the year-end financial plan of breakeven.

Key points to note were:

- Budget projections suggest overspend of £47k, which will be contained in reserves
- Staffing vacancies would be reviewed at Month 10
- Home Care on the Comhairle side was still showing underspend but agency workers engaged
- Residential Care income had increased to £803k
- Projected overspend of £0.5m in acute Mental Health placements (off-island in secure units)
- Projection for GP prescribing costs was volatile and difficult to predict.

The year-to-date overspend in acute services was offset primarily by an underspend in community services. Cllr N Macdonald drew attention to the small number of acute costs that were significantly affecting funding for people with mental health issues already in community-based settings. Dr Culley advised that he was very focussed on enabling a shift in investment from acute to primary and community services and that a Primary Care Improvement Programme Board had been set up.

Mrs M Munro asked Ms Bozkurt for clarification on the community care projected underspend and community management spend for the year to date. Ms Bozkurt informed her that they were required in the NHS to use a system of profile accounting and she could meet with Mrs Munro afterwards to explain the figures. Mrs Macleod sought a more detailed breakdown of what lay behind the figures to better understand how the resources followed the journey of the patient/service user. Mrs G McCannon stated it was imperative that the Board invest in transformation and welcomed the opportunity to work with the Community Led Support Programme. Dr Culley was working with Mrs Katherine Mackinnon (Head of Human Resources, CnES) to address vacancies and HR Forum meetings were to restart. Mrs Munro expressed concern regarding the set aside budget which included those areas not managed directly by the IJB despite the budget falling under the remit of the IJB. Dr Culley clarified that the responsibility for operational services in those areas sat, quite correctly, with the Nurse Director. Referring to Section 9 of the report, Mr H Macleod advised members of the Board that the Alcohol and Drugs Partnership's £24k overspend had an affect on grant applications to the ADP.

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

## 6.2 2019/20 Draft Budget

The draft budget was proving difficult to balance and solutions that offer longer term predictability and sustainability were required – a migration on the NHS side from a one to a three-year budget planning cycle would help with this. The consequence of short-term financial planning was becoming apparent and it was important to have a clear understanding of the far-reaching implications of balancing the budget every year with staff vacancies.

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

**Action:** Host a seminar on medium-term financial planning ahead of the next IJB meeting.  
Dr R Culley/Ms D Bozkurt

## 6.3 IJB Investment Strategy

The report set out the broad strategy for investing IJB reserves. Investment was designed to support service transformation, grow a sustainable workforce and enhance digital and physical infrastructure. Dr Culley advised however that the financial position had changed and the medium-term financial strategy would require the use of reserves to plug short-term budget gaps and reserves had been re-profiled to free £850k which could be used to bridge part of the budget gap for 2019/20.

**Decision:** The Board formally noted the progress of the Investment Strategy.

**Action:** There was no action required.

## 7 GOVERNANCE

### 7.1 IJB Standing Orders

Dr Culley updated the Board on a request to review and amend the IJB Standing Orders in respect of the dispute resolution process. The request followed perceived incongruities with existing procedures where, in the event of a tied vote, a matter was referred to external parties for resolution.

**Decision:** The Board formally noted the request and approved the consultation to review the dispute resolution process.

**Action:** Consult with IJB members (both voting and non-voting) ahead of bringing new dispute resolution proposals to the next meeting for agreement.

Dr R Culley/Mr Tim Langley, Standards Officer

### 7.2 IJB Membership

In response to an enquiry from a Board member, the Board reflected on the inclusion of a senior manager of the Scottish Ambulance Service (SAS) in the membership of the IJB to increase levels of engagement with the organisation. Cllr Macdonald opined that a locally based senior representative would best serve the interests of the community.

**Decision:** It was agreed to add to the membership of the IJB a locally based senior member of the Scottish Ambulance Service.

**Action:** Request IJB participation from Scottish Ambulance Service and report back to the next meeting.

Dr R Culley

### 7.3 **Scottish Government Review of Health and Social Care Integration**

Dr Culley updated the Board on the Government's review and advised that it would be important for reasons of audit and improvement that a comprehensive approach to the delivery of these proposals was taken and that the report should be viewed as a companion document to the Audit Scotland report. Dr Culley proposed he come back to the next meeting with an Action Plan which captured local activity and contained recommendations from both reports, seek agreement of the Action Plan and thereafter ensure that its implementation was monitored by the IJB Audit sub-committee.

**Decision:** Following discussion, the Board agreed the actions above and further agreed to take on board Ms F Macleod's suggestion for the Board to undertake a self-assessment against the key areas of the review.

**Action:** Bring Action Plan to next meeting of IJB. Support self-assessment suggestion.

Dr R Culley

## 8 **STRATEGY AND POLICY**

### 8.1 **Care Units – Consultation** *Cllr R Fraser left the meeting at 12 pm (declaration of interest).*

Dr Culley outlined the proposal to consult with the community on 4 options for the future use of the 3 remaining care units. Cllr Macdonald cautioned against any thought of reducing the number of care units in a knee-jerk reaction to the budgetary issue and to have a clear view of what would be lost to the community if the care units were closed. The Chair advised that if the care units were to be used for a service such as respite care, the Board would have to be confident they could be resourced.

Mrs E Macsween informed members of the challenge in encouraging carers to ask for support. Mrs Macleod stated that of the 3000 unpaid carers across the Western Isles, only 200 or so were registered carers. Mrs K McCulloch enquired whether respite at home was a consideration, to which Mrs Macsween replied that they funded that service through budgetary provision. Cllr Macdonald again cautioned against the focus of the consultation being about the assets and the workforce or the public would consider the outcome a foregone conclusion.

**Decision:** It was agreed to support the proposal for consultation.

**Action:** Undertake consultation on the basis of the options referred to in the paper and report back to the Board in March 2019.

Dr R Culley

### 8.2 **Redesign of Dental Services in Uist**

The Chair had written to both Chief Executives and asked that the first stage of the dispute resolution process be concluded. Members of the Board voiced their frustration at the impasse and underlined the need to make progress.

**Decision:** The paper was noted.

**Action:** Write to relevant parties to request progression of dispute resolution to Stage 2 with a deadline date of 28 March 2019 for conclusion.

Cllr K J Macleod (Chair)

### 8.3 **Palliative and End of Life Care**

Dr Culley gave a presentation on Palliative and End of Life Care to give context in terms of the work being done. New arrangements nationally recognised Integration Joint Boards as commissioners and Dr Culley was leading Chief Officer work nationally which would meet soon to sign off on a Memorandum of Understanding.

*Mr G Jamieson left the meeting at 1 pm.*

Dr Culley advised that the final draft of the Commissioning Plan would be submitted to the IJB later in 2019 for approval and work on redevelopment of the Bethesda and Marie Curie Service Level agreements was ongoing but there was still a lot of work to be done to get to a position of commonality. The Chair stated that he would want this work to be completed as soon as possible. In the context of statistics that showed Harris continuing to do well in supporting people at end of life to die at home, Mrs Munro spoke of her satisfaction that this was the case and paid tribute to all the services that made this so.

**Decision:** The Board noted the progress made.  
**Action:** Conclude outstanding matters concerning Service Level Agreements as soon as possible.

Dr R Culley

8.4 **Community Care Services – Fees and Charges 2019-2020**

The fees and charges for Comhairle community care services were revised every year. Appreciating the sensitivities around some of the increases, Dr Culley commented that the proposals were commensurate with the position they were in. For context in respect of the care homes, Mrs Macsween advised that about 12% of care home residents were self care funders. In answer to Mr H Macleod's query as to why a room in a Comhairle care home cost so much more than the other care homes, she explained that it was on account of employer costs and the staffing wage structure in terms of the settlement.

**Decision:** The Board approved the Community Care Services Fees and Charges 2019-2020, for recommendation to the Comhairle.

**Action:** Revise the transport policy for individual service users and update IJB.

Dr R Culley

9 **PERFORMANCE AND ASSURANCE**

9.1 **IJB Directions**

There were no new directions emerging from the reports of the meeting. The Chair signalled the debate nationally to develop directions which should be borne out of a process of consultation.

9.2 **IJB Performance Dashboard**

Dr Culley addressed the Board with an overview of the position at December 2018 which indicated that the system continued to perform well against the targets set. This was especially true of A&E waiting times, acute unscheduled bed days and end of life care. There were 3 trends that the partnership should focus on to ensure improved performance: growth in A&E attendances; admission from A&E into the hospital; and delayed discharge performance. Staff vacancies in community care continued to be a concern. It was encouraging to note signs of recovery to previous levels of performance with delayed discharges, having completed the Clisham Ward closure.

10 **DATES AND TIMES OF NEXT SCHEDULED MEETINGS**

28.03.19	1000-1300	CnES Chamber, Stornoway
27.06.19	1000-1300	Practical Room, Education Unit, Western Isles Hospital
26.09.19	1000-1300	CnES Chamber, Stornoway
19.12.19	1000-1300	CnES Chamber, Stornoway

An informal seminar was to be convened ahead of the IJB meeting on 28 March 2019.

The Chair closed the meeting at 1.25 pm.

END