



CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

Integrated Joint Board

Summary Financial monitoring report – likely outturn

Key Figures and Comments

	Year To Date Month 10			Full Year Projection		
	Budget	Actual	Variance	Budget	Projection	Variance
	Under/(over)			Under/(over)		
	£'000	£'000	£'000	£'000	£'000	£'000
NHS	35,145	36,208	(1,063)	41,455	42,945	(1,490)
CnES	16,803	17,695	(892)	20,160	20,519	(359)
Transfer from general reserves	-	-	-	-	(1,201)	1,201
Transfer from specific reserves					(75)	75
NHS Recovery Plan/Contingency					(573)	573
Unidentified Savings/General Reserves						0
	51,948	53,903	(1,955)	61,615	61,615	0

Variations

- 1.1 This summary report reflects the spend to date and explains any key variances which have arisen in the first 10 months of the year which are likely to have an impact on our year end outturn.
- 1.2 At 31st January 2019 the Board is showing an overspend of **£1,955k** and a projected year end position of **break-even** once budgeted reserves, general reserves and other recovery plans have been applied. The main areas of variation are as follows:
 - Comhairle Residential Care has a projected underspend of **£104k**. This relates to vacancies across the service. The 2019/20 budget included increased budget for staffing to meet Care Commission requirements. This was met from anticipated increased income. The staffing has not been fully implemented and the related savings applied to the financial efficiency plan target required to balance the 2019/20 budget. At present income has been assumed to be on target.
 - Adult and Support Services are projecting to be underspend by **£181k** due to vacancies within the services off set by some agency use.

- The mental health nursing budget is projected to be **£261k** under spent by year end. This is due to a delay in recruiting as part of the mental health redesign. The mental health consultant budget is projected to be over spent by **£143k** due to bringing in agency staff to fill a vacancy.
- The medical consultant and specialised doctor budgets are overspent in year **£618k** and are projected to be overspent by **£724k** due to vacancies having to be covered by agency locums to ensure A&E targets are met together with ensuring the OOH service is covered. Early identification of this pressure has enabled the senior executive team to look at remedial action where possible but recruitment to the specialised doctors is proving to be very difficult and high cost agency is having to be used to stop the service breaking down.
- The Board is projecting an overspend of **£331k** on adult off island mental health placements despite increasing the budget for 2019/20. Indications for the next few months is there are 2 more mental health patients being taken into the system but length of stay details are not yet known but could increase the overspend.
- The acute nursing budget is showing an in year overspend of **£301k** and a projected overspend of **£403k**. There is high use of bank in the Medical Wards to cover both sickness and special leave and to meet clinical demand and delayed discharges. The demand optimisation target of £250k on the acute setting has been recognised that it will not be achieved.

Workforce demographics

- 1.3 The overall population within the Western Isles is expected to drop from the midpoint estimate in 2017 of 26,950 to 24,698 by 2027 and a further predicted decrease to 23,855 by 2037. By 2027 the elderly population (65+) is expected to rise by 44% and the 20-64 age population set to decrease by 17%. This decrease in workforce population has already starting to bite within the total Health and Social Care Partnership considerably.
- 1.4 The IJB has started monitoring vacancies and the aging demographics of our workforce and the effect it will have on the ability to provide services as shown in table below:

Head	30th November 2019 Service Area	Vac. Head	Head Estab. Vacs.	WTE Over 50+ %	Female to Male %	Year 1	Retirals Year 5	Year 10	RAG
10.00	Medical Staffing	6.00	60.0%	25.0%	75.0%	-	-	1	H
81.00	Allied Health Professionals	6.00	7.4%	34.7%	85.3%	2	4	16	M
71.00	Dental	4.00	5.6%	35.8%	82.1%	-	3	12	M
135.00	Hospital (Acute) Nursing	15.00	11.1%	45.8%	96.7%	8	21	27	M
55.00	Community Hospital Nursing	7.00	12.7%	50.0%	91.7%	2	8	20	H
118.00	Community Nursing	6.00	5.1%	43.8%	97.3%	5	17	42	M
63.00	Mental Health Nursing	24.00	38.1%	51.3%	76.9%	1	2	10	M
25.00	Clinical Admin	1.00	4.0%	62.5%	83.3%	2	3	9	L
118.00	Adult Services	19.00	16.1%	46.5%	83.8%	2	11	30	M
236.00	Residential Services	29.00	12.3%	59.9%	93.7%	17	42	83	H
206.00	Home Care & Reablement	25.00	12.1%	53.0%	96.1%	17	35	57	H
13.00	Criminal Justice	3.00	23.1%	20.0%	40.0%	-	1	2	L
14.00	Strategic Commissioning & PS	1.00	7.1%	46.2%	100.0%	1	1	3	M
18.00	Assessment and Care Services	3.00	16.7%	46.7%	100.0%	-	-	5	M
14.00	Management and Admin	1.00	7.1%	7.7%	84.6%	-	-	1	L
1,177	Total	150.00	12.7%	48.3%	91.0%	57	148	318	

- 1.5 In summary, vacancies across the IJB stand at month 8 at 150 posts (there has been a slight improvement at the end of February), 48.3% of staff are over 50 and 14.4% of staff are over 60. A 10 year retirement forecast shows that there is likely to be at least 57 staff that will retire in 20/21, this is based on an average retiral age of 65.
- 1.6 It is also noted that 91% of the workforce is female and in some geographical areas i.e. Barra, 100% of the direct workforce is female.
- 1.7 As shown above some of the services are at Red RAG status with regards to staffing, this is due to a combination of vacancies, ability to recruit and the aging workforce. A red Rag status means that the ability of the IJB to provide that services is at risk currently or within a year. The two tables below show the red rag status of both Barra and the Uists.

Est. Head	Barra 30th November 2019 Service Area	Vac. Head	Head Estab. Vacs.	WTE Over 50+ %	Female to Male %	Sickness %	Year 1	Retirals Year 5	Year 10	RAG
17.00	Barra Nursing	2.00	11.8%	66.7%	100.0%	5.8%	-	1	6	H
3.00	Adult Services	2.00	66.7%	100.0%	100.0%	0.0%	-	-	-	H
9.00	Home Care & Reablement	5.00	55.6%	50.0%	100.0%	0.0%	1	2	2	H
26.00	Residential Services	4.00	15.4%	50.0%	100.0%	4.2%	1	5	8	H
55	Total	13.00	23.6%	57.1%	100.0%	4.6%	2	8	16	
							4.8%	19.0%	38.1%	

Barra has a high vacancy level 23.6% compared to the IJB average of 12.7%, there is a high level of staff over 50 but not in the 64+ bracket therefore retirals are lower in year 1. This service is at high risk because of the small pool of available workforce both in the short term and long term. The workers in social care and nursing in Barra are 100% female and if we do not breakdown the gender barriers this lowers the available workforce pool.

Est. Head	Uists 30th November 2019 Service Area	Vac. Head	Head Estab. Vacs.	WTE Over 50+ %	Female to Male %	Sickness %	Retirals			RAG
							Year 1	Year 5	Year 10	
12.00	Community Nursing	1.00	8.3%	72.7%	100.0%	2.5%	2	2	6	H
38.00	Uist and Barra Hospital	5.00	13.2%	42.4%	87.9%	4.5%	2	7	12	H
5.00	Adult Services	-	0.0%	100.0%	60.0%	0.0%	1	2	4	M
5.00	Assessment and Care Services	1.00	20.0%	25.0%	100.0%	0.6%	-	-	-	L
23.00	Home Care & Reablement	6.00	26.1%	35.3%	100.0%	7.0%	-	1	-	H
57.00	Residential Services	2.00	3.5%	70.9%	94.5%	7.1%	3	12	24	H
2.00	Strategic Commissioning & PS	-	0.0%	100.0%	100.0%	1.5%	-	-	1	L
140	Total	15.00	10.7%	60.0%	94.4%	5.4%	8	24	47	
							6.4%	19.2%	37.6%	

The Uist's (including Benbecula) vacancy rate are on average lower in total but the Uist and Barra Hospital, Assessment and Care Services and Homecare are very high. Although residential services have a low vacancy rate they have a very high level of staff over 50 and it is predicted within the next 5 years there will be at least 15 retirals (27% of the establishment). The Uists also have a small pool of available local workforce and again if we do not manage to breakdown the gender barriers this lowers the available workforce pool further.

- 1.8 The resulting financial effect of vacancies can result in an underspend for unskilled and semiskilled workforce but an overspend in the professional and skilled workforce. High cost agency/IR35 workers are used to ensure patient and client safety and to ensure key targets are met and patients/clients are kept on island and are not having to be flown off to receive treatment, at a greater cost. The effect of the workforce and population demographics on the Islands has been to put enormous pressure on the delivery of health and social care.

Efficiency Savings

- 1.9 The Integrated Joint Board's cash efficiency target is £1,815k, this is the IJB required efficiency savings.
- 1.10 It is estimated that the IJB has already achieved savings of £1,414k, against the Financial Efficiency Plan (FEP) of £1,815 and at month 10 the Board is forecasting to achieve £1,735k of these savings.

Forecast Out turn

- 1.11 The Board at month 10 is forecasting a break-even position at year end after all of the budgeted reserves, general reserves and other recovery plans and contingencies have been applied.

Integration Joint Board 26.03.20
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Purpose: Assurance