

F Section 1 - The Policy

Policy title	Integration Joint Board Strategic Framework 2023-2026
Implementation date	Draft Strategic Framework 2023-26 (approved June 29 2023)

Please provide an overview of the framework including the key aims and expected outcomes:

The Western Isles Integration Joint Board (IJB) is responsible for a portfolio of Acute and Community Health Services, Adult Social Care across the Western Isles. The services are outlined in the table below:

Adult Social Care Services	Community Health Services	Adult Hospital Health Services
<ul style="list-style-type: none"> • Care at Home Services • Extra Care Housing • Social Work Services for Adults and Older People • Services and support for Adults with Physical Disabilities and Learning Disabilities • Mental Health Services • Drug and Alcohol Services • Adult Protection and Domestic Abuse • Carers Support Services • Community Care Assessment Teams • Care Home Services* • Adult Placement Services • Reablement Services, Equipment and Telecare • Aspects of Housing Support including Aids and Adaptations • Day Services • Respite Provision • Occupational Therapy Services* 	<ul style="list-style-type: none"> • Primary Medical Services (GP Practices) • Out of Hours Primary Medical Services • Community Hospital Services • Public Dental Services • General Dental Services • Ophthalmic Services • Community Pharmacy Services • Allied Health Professional Services • Community and Specialist Nursing • Mental Health Services • Community Learning Disability Services • Community Addiction Services • Public Health Services (vaccination) • Community Palliative Care • Pharmacy Services • Continence Services 	<ul style="list-style-type: none"> • Accident and Emergency • Inpatient Hospital Services in these specialties: <ul style="list-style-type: none"> – General Medicine – Mental Health (APU) – Psychiatry • Pharmacy Services

The Western Isles Health and Social Care Strategic Framework has been developed to improve outcomes for our communities across the islands. The strategic framework sets out an overarching conceptual framework over the next 3 years for the IJB and in turn for the HSCP. The framework



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describes how the IJB will approach population health challenges, informs the annual cycle of commissioning, and ensures the IJB's approach remains outcome focused for our communities.

Within this strategic framework the IJB aims to ensure that it progresses the Public Sector Equality Duty. The three aims of the public sector equality duty are to make sure that public authorities have due regard to the need to:

- put an end to unlawful behaviour that is banned by the Equality Act 2010, including discrimination, harassment and victimisation;
- advance equal opportunities between people who have a protected characteristic and those who do not; and
- foster good relations between people who have a protected characteristic and those who do not.

The framework has been developed through a partnership approach and is currently in draft status pending an inclusive consultation and engagement process with communities and interest groups across the islands. Integration Authorities have a legal responsibility to both consider and ensure that communities of differences in population health needs and economic background are not adversely impacted and that the development of annual commissioning plans does not give rise to inequalities. The Western Isles, as is common across Scotland, is impacted by the health debt post COVID-19 pandemic. Engagement with Community Planning Partnership in the delivery of the overarching strategy is critical as it enables both Comhairle, NHS Western Isles and wider partners to work collaboratively with our communities on a range of issues outside of the HSCP that can have an impact on individual's health and wellbeing.

The Strategic Framework provides an overarching framework which encompasses:

1. Our Mission, Vision and Intended Outcomes
2. Our Objectives and Ways of Working
3. How we will deliver (Bringing the Strategic Framework to Life)

The framework describes how our partnership seeks to improve the quality of our services across community health and social care, promoting equal opportunities and the fostering of good relationships by supporting those who are vulnerable to access our services.

Detail the budget implication relating to the framework:

The IJB is funded by NHS Wi and CnES. The IJB has a circa £82 million I&E budget. In the current financial year, the IJB is showing a projected overspend of circa £4m before the application of reserves which will enable the board to achieve financial balance in the financial year 23-24. Going forwards the IJB will be operating in a very challenging financial environment through increasing costs driven by change in demographics, workforce challenges, pharmacy costs and utilities etc the strategic framework and the annual cycle of commissioning needs to be undertaken within the overall established budgets.



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While the financial situation is challenging, the IJB is committed to advancing equal opportunities and fostering good relations between those who have a protected characteristic and those who do not. The IJB will ensure that all operational decisions related to service delivery, whether that is potential changes to how a service is delivered or how individuals can access a service, will be subject to an Integrated Impact Assessment and that the findings of these assessments will inform decision making on proposals going forward.

What will change as a result of the framework?

The Western Isles HSCP Strategic Framework has been developed to improve outcomes for those who require our services across the islands, particularly those who are vulnerable due to age and/or disability. In formulating the framework an evidenced based set of core principles have been used as a guide. The principles are outcome focused and seek to:

- Ensure early engagement to support prevention and early intervention with well-established anticipatory care planning.
- Supporting and caring for a person as far as skills and competences allow, while looking to develop these over time (working at the top of competence/registration).
- Focus on assessment, treatment, care and support at home and in community settings.
- Develop conversations to understand a person's strengths and resources, needs and preferences while adopting an ethos of co-production in jointly exploring options to meet these needs

Indicate which groups of people will be, or potentially could be, impacted upon by the implementation of the framework?

All residents of the Western Isles, specifically those who use our services, unpaid carers, third sector partners and the main providers of health and social care services (NHS WI and CnES) could be impacted by the delivery of the strategic intentions described within the framework.

Responsible Persons

Department / Section	Health and Social Care Partnership
Lead Officer	Chief Officer
IIA Team Members	HSCP Senior Leadership Team
Responsible Officers	Service leads/Directors



Section 2 - Evidence

What data and information has been reviewed as part of the policy development process?

In considering the development of this Report, it has been important to consider the IJB's performance against the national outcome and data indicators for Integration Joint Boards. The performance of the Western Isles IJB is detailed within the Strategic Framework document which shows positive variance against national performance in 15 of the indicators, one indicator that demonstrates similar performance and two indicators where performance is below the national average. These two indicators are:

- Premature mortality rate
- Number of days people spend in hospital when they are ready to be discharged

While it is important to retain performance in the areas currently performing well, the IJB will also focus attention on trying to improve the two indicators where performance is below the national metrics.

When compared to the national average, the Western Isles has a higher rate of long-term health problems or disability at 21%

While the 2021 census data is still being analysed, the 2011 census data remains relevant. The 2011 data highlights that the population of the Western Isles is 49.4% male and 50.6% female, with an age profile that is expected to continue to show a decrease in younger age groups and an increase in those aged 65+. Western Isles is predicted to see a 6% reduction in population by 2028, one of the biggest population decreases in Scotland. The working age population is set to decrease by 6% by 2028 and, in contrast, the over 75s with the greatest levels of co-morbidity is set to rise by 25%. This indicates that there is likely to be increased demand in local home care and care home services with a decreasing pool of working age population to support this work.

The ethnic profile is 99% British with the other 1% being a mix of different ethnicities. 0.7% of the population note that they have no English skills. This highlights the importance of ensuring that all services within the IJB continue to ensure that they have access to local interpreters, Language Line and Contact Scotland -BSL to ensure that service users are able to fully engage in their care.

The religious profile is 74% Christian, 25% no religion/no religion stated, with the other 1% split evenly between Buddhist, Hindu, Muslim.

49% of the population are married, 32% are single, 10% are widowed, 9% are divorced/separated, and 0.1% are in a Same Sex Relationship.



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According to research carried out by the Scottish Government in 2015, 1.7% of the population identifies as LGBO, although they note that this number is higher in more urban areas and lower in rural areas. The most recent estimates from the UK-wide 2020 Annual Population Survey found that 3.1% of Scottish participants identified as gay, lesbian, or bisexual, which also increased from 2.7% compared to 2019.

All services endeavor to undertake individual assessments on individuals' age, sex, vulnerability and potential disability, and consider their religious and cultural preference in the context of their personal circumstances. This ensures that services are tailored to the individual as opposed to generic service provision. However, this data is not compiled into a comprehensive database that enables easy access to equality data on all service users, particularly as this work crosses both the NHS and local authority.

The IJB provides a wide range of community-based health and social care services, from GP services, dental services and pharmacy provision accessed by most of the Western Isles population to services such as residential care for the elderly and for vulnerable adults and housing with extra care which is specifically tailored to meet specific vulnerabilities.

Research and benchmarking conducted with other HSCPs, guidance from Equality and Human Rights Commission and reference to Public Sector Equality Duty. In addition, the monthly IJB performance report provides a useful set of data alongside that available locally and nationally regarding population health and wider demographics. Importantly going forwards, the planned consultation and engagement process will provide important information from our communities.

Detail what consultation has taken place as part of the policy development process?

To date the framework has been presented and consulted on through:

- IJB governance framework
- Strategic Planning Group
- LPGs

In addition, there is a planned inclusive consultation and engagement process across the islands. The planning for the consultation has been informed through active engagement with HIS. The engagement process will ensure that the framework reflects the needs and aspirations of our communities.

The outcome of the consultation and engagement exercise will be used to further develop the strategic framework. The results of the consultation will be published on the IJB website (website currently under development following the cyber-attack)



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Are there any gaps in knowledge? If further evidence or consultation required as part of the policy development process, please detail:

Currently NHSWI and CnES do not have access to robust data regarding those individuals who access services who are undergoing/undergone gender reassignment. The issue as to how to capture this is being explored by IJB.

NHSWI and CnES undertake patient/service user satisfaction surveys as part of business as usual operational performance monitoring. The surveys include the review of data broken down by age, sex and disability to check that patients/service users are not experiencing disadvantage.

Proposed future service change(s) will not be made without full and formal consultation focusing on potential impact on equality and diversity.

It is important to note that the Strategic Framework provides an overarching set of principles that in turn will help guide and inform strategic planning in year.

Section 3 - Initial Integrated Impact Assessment

Impact Overview	Yes	No
1. Is the policy strategic?	√	
2. Will individuals have access to, or be denied access to a service or function as a result of the framework or the changes being proposed to services or functions?	√	
3. Will the implementation of the framework, or the changes to the framework, result in individuals being employed, a change in staffing levels, or a change in terms and conditions, employer, or location, either directly or indirectly?	√	
4. Is there a change in the size of a budget? (Note budget is a product of the monies received from NHS WI and CnES in respect of delegated services)	√	
5. Will a service be withdrawn, changed, or expanded?	√	
6. Will the Framework have consequences for or affect people?	√	
7. Does the Framework have the potential to have an impact on equality even when this only affects a relatively small number of people?		√
8. Does the policy have the potential to have an impact on the economy and the delivery of economic outcomes?	√	
9. Is the policy likely to have a significant environmental impact?		√



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Comments

1. Given the changing demographics of the Western Isles, namely depopulation and ageing population profile with the associated co-morbidities the IJB determined it was advantageous to develop a framework approach to strategic planning as this affords for flexibility in meeting the anticipated changes in population health whilst seeking to reduce inequalities.
2. The Strategic Framework defines an overarching set of principles to support decision making and the annual cycle of commissioning and the production of directions to the main partner organisation's. Individuals will continue to have access to the services if they meet the eligibility criteria and will not be denied access to the service as a result of the Framework. If the service does not meet an individual's needs alternative commissioning arrangements of appropriate support will be pursued in line with their defined health and social needs. The Framework enables the development of new or enhanced services to be made available to enhance the range of services available to support individuals across the Western Isles.
3. All services listed in Section 1 will be operated through the delegation of services and annual directions issued to NHS Western Isles and CnES. The services will remain within the existing workforce establishments (subject to ongoing recruitment for vacancies). Overall, the Framework will not directly or indirectly seek to reduce staffing levels and individuals will continue to operate within the existing terms and conditions of the employer organisations'.
4. Yes, whilst the Framework is intended to provide overarching principles to guide strategic planning and the annual cycle of commissioning through the issuing of directions the IJB is required to operate within the financial resources allocated through partner organisations who in turn are required to operate within the financial framework defined by regulators and Scottish Government.
5. The Framework (as outlined 2 and 4 above) purposefully allows for services to be developed i.e. changed, expanded, or withdrawn to meet the needs of individuals or communities. All proposed changes would undergo robust EQIA and consultation to ensure that individuals are not adversely impacted or experience inequality.
6. The Framework seeks to positively impact individuals and communities in particular it will enable our localities, our communities and delivery partners to continually evaluate our progress in improving outcomes, addressing strategic issues, reviewing resources available, and co-producing plans to ensure best value.
7. No, the personal attributes and needs of individuals will be considered in detail. An individuals' circumstances and characteristics are taken into account to ensure that inequity does not arise as a result of an individuals protected characteristics.



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8. The Framework seeks to develop capacity and capability across the agreed objectives and ways of working and pay particular attention to the “Community Led Support approach”. This ensures that we work in partnership with our communities to develop resilience at individual and community level. One of the main benefits of developing resilient communities is the development of enhanced socio-economic outcomes e.g. reducing the impact of fuel poverty through partnership with CPP.

Section 3 – - Initial Integrated Impact Assessment – Continued

The Fairer Scotland Duty, set out in Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It requires Integration Authorities (IJBs) to actively consider how they can reduce inequalities of outcomes caused by socio-economic disadvantage, when making strategic decisions. (see 8 above)

Western Isles IJB and the HSCP consider inequality genuinely, by placing it at the heart of key decision-making. WI HSCP with CnEs and NHs WI is committed to eliminate unlawful discrimination, advance equal opportunity and foster good relation. Equality & Diversity training is a part of Corporate induction where all newly employed staff will be made aware of E&HR policy and their role in implementing it. In addition to induction there is rolling training available to the workforce either on online or face to face.

The IJB, by working collaboratively with its partners aims to reduce poverty and inequalities of outcome. The economic impact of, for example, the COVID-19 pandemic have highlighted the health debt and wider socio-economic impact.

To fulfil our legal obligations under the Duty, the IJB as a matter of good practice publishes a written record of their decision-making process to evidence how we comply with the Duty which public bodies can evidence their compliance with the Duty.

Western Isles HSCP is committed to providing supportive and inclusive care to all our communities.

In completing this Initial Integrated Impact Assessment, legislative guidance has been accessed directly from the Equality Act 2010 <https://www.gov.uk/guidance/equality-act-2010-guidance>

Protected Characteristics

The Equality Act 2010 outlines nine grounds upon which discrimination is unlawful. These are known as ‘protected characteristics’ and they are:

1. Age
2. Disability



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- 3. Gender reassignment
- 4. Marriage and Civil Partnership
- 5. Pregnancy and Maternity
- 6. Race
- 7. Religion and Belief
- 8. Sex
- 9. Sexual Orientation.

Important: When considering the impacts that any planned or commissioned service may have on protected characteristic groups, the individual needs and personal circumstances of every individual is taken in to account at point of engagement with services; thus, ensuring a working model of good practice in terms of equality and inclusiveness.

Western Isles HSCP supports a multi-agency forum called Diversity & Equality Steering Group to support consultation across all protected characteristics.

Which groups of people will be, or potentially could be, impacted upon by the implementation of this policy?	Yes	No	Comments
1. Age.	√		<p>Older adults with high comorbidities and/or complex care needs are likely to be users of services provided through the IJB. Particular attention has been given to ensuring that services are designed around the identified needs of this group – particularly care at home, housing with extra care, care homes, frailty services and dementia.</p> <p>Of note is the increased uptake of self-directed support, increasing the autonomy of individuals to choose the care packages that best meet their needs.</p> <p>In addition to individual assessments of needs undertaken by Social Workers and annual reviews of this need, anonymized surveys are undertaken annually to assess general</p>



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		<p>satisfaction with the services provided and to identify unmet needs.</p>
<p>2. Disability</p>	<p>√</p>	<p>Vulnerable adults with high comorbidities and/or complex care needs are likely to be users of services provided through the IJB. Particular attention has been given to ensuring that services are designed around the identified needs of this group and their carers, who are often unpaid full time carers. The service, through individual assessments of needs undertaken by Social Workers and annual reviews of this need, aims to ensure that proactive plans are in place to meet need, including social interaction, life skills and employability options, supported accommodation, and sometimes in the longer term options such as care at home and care homes.</p> <p>Services have supported an increased uptake of self-directed support, increasing the autonomy of individuals to choose the care packages that best meet their needs.</p> <p>In addition to individual assessments of needs undertaken by Social Workers and annual reviews of this need, anonymized surveys are undertaken annually to assess general satisfaction with the services provided and to identify unmet needs.</p> <p>The above aims to avoid mainland placements and promote independent living across the Western Isles.</p>
<p>3. Gender reassignment</p>	<p>√</p>	<p>Provision of services to those wishing to consider gender reassignment through primary care and partnership working with mainland Health Boards.</p>



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4. Marriage and Civil Partnership		√	The provision of services to couples to positively support marriage and civil partnerships e.g. couples who wish to remain together in care homes/supported accommodation.
5. Pregnancy and Maternity		√	Support for women via community nursing, Health visiting and maternity services.
6. Race		√	Support with services to overcome communication barriers for example language line, interpreters, easy read materials and ESOL support.
7. Religion and Belief		√	The HSCP provides support for families and cultural norms through services such as social care, community nursing, palliative and primary care.
8. Sex		√	<p>Support for unpaid carers. Data demonstrates that a significant percentage of unpaid carers are female. A significant proportion of the workforce are female. A range of services are available to support females i.e. women's health services (screening).</p> <p>In addition, there are dedicated services that are actively promoted to males as the IJB recognise that males can fall into the group of 'hard to reach' e.g. emotional well-being hubs</p>
9. Sexual orientation		√	Support with sexual health advice, contraception alongside a wider range of sexual health services provided by NHS WI and partners.



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Do you have evidence or reason to believe that this Framework will have wider impacts as outlined below?	Yes	No √	Comments
Health and Wellbeing	√		The Framework actively promotes the health and wellbeing of individuals and their communities by promoting higher levels of independence alongside the development of community assets.
Environmental Sustainability, Climate Change and Energy Management		√	The IJB actively engage with its partners to reduce environmental impact of delegated services e.g. the development of the Goathill campus which reduces care home admissions. Further examples include the production of 'green' medical gases and the use of electric vehicles.
The Gaelic Language		√	While the framework has no direct bearing on language, the Gaelic First policy is noted, and any issues of language will be dealt with at the point of delivery of commissioned services.
Island Proofing		√	The IJB through its annual cycle of commissioning as guided by the Framework aims to enhance to the provision of local services.
Is there the potential for cumulative impact?		√	The development of a full EQIA has taken into consideration the potential for cumulative impact. The actions outlined in the assessment aim to significantly reduce the potential for cumulative impact.

Section 4 – Recommendation

This document outlines the statutory and legal requirements alongside an evidence base to support the recommendation to accept the determination of the comprehensive EQIA. The Board is asked to approve the EQIA of the Strategic Framework.

In addition, a detailed EQIA will be undertaken as part of future changes to service provision alongside the annual cycle of commissioning and the production of detailed directions to the main partner organisations.



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Section 5 - Sign Off and Authorisation	
Signed by Lead Officer	
Designation	
Date	
Counter Signature (Head of Service or Director responsible for the policy)	
Date	

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