



CÙRAM IS SLÀINTE NAN EILEAN SIAR

INTEGRATION JOINT BOARD

MINUTE OF MEETING HELD IN
COMMITTEE ROOM 1,
COMHAIRLE NAN EILEAN SIAR
AND VIA MICROSOFT TEAMS ON
THURSDAY 28 MARCH 2024 AT
10.00AM.

Voting Members Present:

Calum MacLean
Gillian McCannon
Susan Thomson
Annetta Smith
Kenneth J MacLean
Jocelyn McConnachie
Naomi MacDonald
George Murray

Councillor, CnES/IJB Chair (Chair of the Meeting)
Non-Executive Director, NHS WI/IJB Vice-Chair
Councillor, CnES
Non-Executive Director, NHS WI
Councillor, CnES
Non-Executive Director, NHS WI
Voting Member - Proxy, NHS WI
Voting Member - Proxy, Councillor, CnES

Non-Voting Members Present:

Debbie Bozkurt
Nick Fayers
Morag Munro
Donald MacAulay
Cathy Anderson
John MacIver
Jane Bain

Chief Finance Officer, IJB
Chief Officer, IJB
Third Sector
Scottish Ambulance Service
Lead Community Nurse, NHS WI
Hebridean Housing Partnership (Proxy HHP)
Staffside Representative, NHS WI

In Attendance:

Michelle McPhail
Fiona MacKenzie
Shona Hadwen
Yvonne Maciver
Malcolm Burr

Corporate Business Manager, NHS WI
Nurse / AHP Director and Chief Operating Officer, NHS WI
Principal Administrator, CnES
Administrator, CnES
Chief Executive, CnES



1. WELCOME

Cllr. Maclean took the Chair and led the meeting, welcoming all those attending.

2. APOLOGIES

Julia Higginbottom
Dena Macleod
Sheena Wright
Gordon Jamieson
Tim Langley

Voting Member, NHS WI
Chief Executive, HHP
Voting Member - Proxy, NHS WI
Chief Executive, NHS WI
Head of Law and Governance, CnES

3. MINUTES

3.1 IJB Minute of 22 February 2024

The Minute of the Integration Joint Board meeting held on 22 February 2024 was approved as a correct record of the discussion held, with the following amendment:

Gillian McCannon raised a change to item 7.1 to read: "Sheena Wright, Whistleblowing Champion and Non-Executive Director explained her role and the programme of work she has undertaken within NHS Western Isles, since her appointment in 2021."

Decision: The IJB formally approved the Minute of Meeting of 22 February 2024.

Action: No action required.

3.2 Matters Arising

There were no matters arising.

Decision: None.

Action: No action required.

3.3 Action Points

The Chair asked Nick Fayers, Chief Officer, IJB to take Members through the Action Points. The following points were highlighted:

7.4 – Review of Integration Scheme

It was indicated that this item would be considered by the IJB at a special meeting on 18 April 2024 to allow the consultation process to progress as soon as possible. Nick Fayers indicated that a final discussion would be held at the next meeting of the Integrated Corporate Management Team prior to seeking approval. Following approval there would be a 6 week online consultation period, paper copies would be available on request.



6.2 – Timetable 2022 – Remit and proposal of establishing a Strategic Planning Group

This would be discussed at item 7.1 on the Agenda and was recommended for removal from the Action Points.

11.1 – National Care Service Letter from SG & Published Bill

This item was removed.

8.3 – Workforce 3 Year Plan – Update

This would be discussed at item 8.1 on the Agenda.

7.1 – Directions to Parent Bodies

Nick Fayers indicated that following on from the last meeting, a copy of the directions had now been shared with both Chief Executive's in relation to the last financial year. In relation to the current financial year, Nick Fayers indicated that he would work with Debbie Bozkurt to progress the Directions for 2024/25 between now and June 2024.

6.1 – Annual Accounts

This would be discussed at item 5.1 on the Agenda.

8.1 – Health and Social Care Strategic Framework

This would be discussed at item 7.1 on the Agenda.

8.1 – Strategic Planning Group – Terms of Reference

An update was provided indicating that a meeting had been arranged for 9 April 2024 for Nick Fayers, Calum Maclean and Gillian McCannon to progress this item.

Decision: The above remarks and updates were noted and would be reflected in the updated Action Points.

Action: No actions required.

3.4 IJB Audit & Risk Committee Minutes 07.02.24

Gillian McCannon, Chair of the IJB Audit & Risk Committee presented the approved minute of the IJB Audit & Risk Committee of 07 February 2024 for noting.

The Chair thanked Gillian McCannon for the update provided.

Decision: The IJB formally noted the Minute of Meeting of 07 February 2024.

Action: No action required.

4. FINANCIAL PERFORMANCE

4.1 Financial Performance 23/24 in-year

Debbie Bozkurt, Chief Finance Officer provided a verbal update on the financial performance for the year. Due to the Cyber-Attack, the Comhairle is unable to provide financial performance data, Ms Bozkurt reported that the Board was likely to break even by using some of the reserves available. Ms Bozkurt also reported that it was unlikely that she would be able to present the draft accounts to the June meeting and as such it was unlikely that the finances for 2023/24 would be signed off by the agreed dates. Audit Scotland were aware of the situation. Ms Bozkurt intimated that she hoped to have a written report on the financial position for the June meeting, but not the draft accounts.



Michelle McPhail, Corporate Business Manager, NHS WI informed members that a request had been made to the Comhairle, on behalf of the Audit & Risk Committee, for a letter of assurance in support of the IJBs Annual Accounts and to advise on the Comhairle's ability to deliver in-year on its delegated function and directions in relation to service delivery, relating to the impact the cyber-attach has had on the Local Authority.

Decision: It was agreed to note the verbal update from Debbie Bozkurt.

Action: No action required.

4.2 IJB 24/25 Budget Proposal

Debbie Bozkurt, Chief Finance Officer for the IJB presented a Report to note the Intermediate IJB budget for the period 2024/25 and a 3-year plan to approve that an in-depth savings and choices plan would be presented to members by the end of June 2024, to enable a break-even position to be achieved.

The Report stated that in accordance with the Western Isles Integration Scheme, the IJB is required to approve a balanced budget on the basis of funding delegated by NHS Western Isles and Comhairle nan Eilean Siar. This had been an extremely challenging process with both of the IJB's parent bodies experiencing significant financial pressure.

The Report further stated that the budget initially required for the delegated and set aside functions was £83.2m, which would result in an initial budget gap of £6.26m. This figure included the full staffing complement of both Seaforth House and Bremner Court and excluded reserves. After earmarked reserves for the Goathill complex were included, anticipated Scottish Government Grants, unavoidable vacancies, NHS Financial Flexibility and an assumption around the full opening of Bremner Court (extra care housing, care home beds and respite beds) were applied, this brought the net 24/25 gap down to £2.46 m. An in-depth savings and choices plan would be presented to members by the end of June 2024, to enable a break-even position to be achieved.

Ms Bozkurt took members through the detail of the Report. Members were afforded the opportunity to ask questions.

Gillian McCannon, Chair of IJB Audit & Risk Committee raised the importance of the Strategic Direction of the Board. It is important that the Board know the health needs of the Community to enable long-term planning. Ms McCannon also raised the importance of members having clear sight and ongoing updates on the Strategic Framework Consultation that is due to start. The expectation of what the Community needs and what they can actually have need to be clearly articulated.

Malcolm Burr, Chief Executive, CnES agreed and added that the financial strategy and the workforce strategy must be linked in with the Strategic Framework.

Decision: The IJB formally agreed to note the Report.

Action: Ms Bozkurt to present a more in-depth savings and choices plan back to a development session and then onto the June meeting.



5. PERFORMANCE AND ASSURANCE

5.1 Performance Report

5.1.1 Appendix 1 – Narrative Report

Nick Fayers, Chief Officer, IJB presented the Performance Status Report to the Board for discussion. The Report stated that the Public Health Intelligence Department of Health Boards had developed an online interactive dashboard which reported on key Performance Indicators to enable Managers to review progress on a regular basis.

The Performance dashboard was presented in 3 visualisations:

- Performance V Target
- Service/Quality Improvement Trend
- Benchmarking v other Partnerships

Mr. Fayers highlighted that out of nine target areas, five are meeting the required standard, these are: Emergency Admissions; Acute Unscheduled Bed Days; Mental Health Unscheduled Bed Days; A&E Conversion Rate and, Acute Last Six Months of Life Care. Two areas are within broad tolerance of the standards: Admissions from A&E and A&E Attendances. The one area that is not meeting the required standard is Delayed Discharge Bed Days.

Discussions were held around the variety of reasons for Delayed Discharge and the impact that this has on the individual and service delivery.

Mrs. McCannon raised the issues about the possibility of using the Housing With Extra Case (HWEC) unites at the Goathill complex for the purpose of assessment of peoples social care need. . The HWEC could be used as a “step up step down” or “intermediate care” facility. It has been shown that this approach to social care assessment can reduce dependency on discharge and assist people to be more independent.

Emma MacSween, Head of Partnership Services acknowledged that individuals feel differently when they are in a hospital bed where they become a patient and being assessed from there as opposed to being assessed, over a period of time, whilst living in a home environment and retaining their identity as an individual. Real life examples were highlighted where this proved to be of benefit to both the patient and to the care service.

Ms. MacSween also went on to explain that this “intermediate” care service had been looked at previously but was paused due to further work needing to be carried out. It was agreed that the best option for intermediate care is to appropriately care for people in the community either within their own home or in home style environment.

Cathy Anderson, NHS WI commented in relation to the assessment process in respect of delayed discharges. When assessing to discharge, that there are some individuals who need additional support from when they were admitted, and often the social care support is not there to enable discharge. So, in order to facilitate discharge, the community nursing teams are going in to the patients home to either assist with personal care or to be part of a double up team. Without this assistance from the Community Nursing Team, that patient would remain in hospital until a care package was sourced.

Attendance at A&E was also discussed and the frustrations of dealing with NHS 24. This inevitably resulted in individuals going straight to A&E which would undoubtedly be affecting the performance figures. Frustrations were also raised around time taken for an ambulance to attend to a call, it was clarified that this was not a Health Board matter but one for Scottish Ambulance Service.



Donald MacAulay, Scottish Ambulance Service answered the query raised in relation to delayed ambulance response times. All calls go through a clinical assessment at the point of contact, a decision is then made on whether an ambulance is required or not. When assessing complaints raised by individuals, 95% of calls dealt with had followed the correct process where an ambulance was not required, instead a referral pathway was followed.

Mrs. McCannon supports the collaboration approach that the Scottish Ambulance Service has with NHS Western Isles.

The Chair thanked Mr. Fayers for his Report and everyone for their comments and informative discussion.

Decision: The IJB formally agreed to note the Report.

Action: No action required.

6. SERVICE DELIVERY

There were no Reports submitted in relation to Service Delivery.

Decision: None

Action: No action necessary.

7. STRATEGIC GOVERNANCE

7.1 Locality Planning Group Update

Nick Fayers, Chief Officer, IJB presented an update on membership of Locality Planning Groups across the Western Isles. Details of the groups and membership, noting the Chairs and Senior Officers appointed to support the direction of the groups' involvement in shaping the community services, were presented to the committee.

Decision: The IJB formally agreed to note the Report.

Action: No action required.

8. STRATEGIC POLICIES

8.1 IJB Development of Workforce Strategy

Nick Fayers, Chief Officer, IJB presented a Report on the Development of a Workforce Strategy to the Board for discussion. The Report stated that the development of a Workforce Strategy would be undertaken in partnership with the Human Resources and workforce functions of NHS WI and CnES. The emergent strategy for Western Isles Health and Social Care Partnership would describe the current workforce profile as at 31 March 2024 and aimed to project anticipated future workforce requirements in accordance with service priorities identified in the Strategic Framework 2023-26, in order to provide a safe and effective service.



The main aims of the strategy would seek to:

- assess the profile and wellbeing of the workforce;
- project anticipated changes needed to shape the future workforce structure require from 2024-27 to meet changing service needs
- work towards the requirements of the Health and Care (Staffing) (Scotland) Act 2019; and
- align workforce planning procedures with the annual cycle of commissioning and financial planning.

The implementation of a National Care Service by the end of 2027/28 would have a considerable impact on the social care workforce and the support services that enable the delivery of services.

Mr Fayers provided a brief summary of the Report and invited discussion from members.

The Chair raised the point made in Appendix 1 about key worker housing. John MacIver, HHP informed members that in the last two years, HHP had built over 700 houses in the Western Isles and that HHP were working to increase the number of houses allocated to key workers. HHP were working with Social Care in their recent recruitment campaign to support relocation to the islands by offering key worker status and access to homes.

Discussions were held around points within all appendices which all link in to the creation of a Workforce Strategy.

The Chair thanked Mr. Fayers for his Report and to all members for their contribution to the discussion.

8.1.1 Appendix 1 – Effect of Demographic Change on the Western Isles

8.1.2 Appendix 2 – NHS Implementation

8.1.3 Appendix 3 – Comhairle Corporate Workforce Plan 23-27

Decision: The IJB formally noted the Report and associated appendices.

Action: Workforce Strategy to be jointly created by NHS WI and CnES.



9. EVALUATION

	YES	NO	COMMENTS
Were you satisfied with the content of the agenda?	X		
Was there sufficient time to review the papers between receipt and the meeting date?	X		
Were the agenda items placed in the correct order/ prioritization?	X		
Was there sufficient time allocated to all agenda items?	X		
Were the Executive Summaries an accurate reflection of the detailed paper?	X		
Was there sufficient refreshment breaks?	X		
Are there any significant issues which should be escalated?		X	
Did you consider that the Board/ Committee discharged its duty in respect of: <ul style="list-style-type: none"> • Proper Scrutiny • Relevant questioning • Constructive challenging 	X		
Do you have any suggestions for improvement or additional comments about this meeting?			Comments should be made to Michelle McPhail.

10. DATE AND TIME OF NEXT MEETING

The next meeting of the IJB will be held on Thursday 27 June 2024 at 10.00am.