



CÙRAM IS SLÀINTE NAN EILEAN SIAR

INTEGRATION JOINT BOARD

Item: 4.1

MINUTE OF MEETING HELD IN VIA
MICROSOFT TEAMS ON
THURSDAY 21 NOVEMBER 2024
AT 10.00AM.

Voting Members Present:

Annetta Smith
Julia Higginbottom
Naomi Macdonald
Karen France Macleod
Calum Maclean
Susan Thomson
Iain A MacNeil
George Murray
Gillian McCannon

Non-Executive Director, NHSWI (Chair)
Non-Executive Director /IJB Voting Member
Non-Executive Director /IJB Voting Member
Non-Executive Director/IJB Voting Member
CnES Councilor/ IJB Voting Member (Vice-Chair)
CnES Councilor/ IJB Voting Member
CnES Councilor/ IJB Voting Member
CnES Councillor/Voting Member (Depute)
NHSWI (Depute)

Non-Voting Members Present:

Nick Fayers
Debbie Bozkurt
Dena Macleod
Morag Munro

IJB Chief Officer
IJB Chief Finance Officer
Hebridean Housing Partnership
WI Community Care Forum

In Attendance:

Emma Macsween
Christina Morrison
Michelle Taylor
Clare Carolan
Shona Hadwen

CnES, Head of Partnership Services
NHSWI, Lead Nurse Community
NHSWI, Family Health Services Manager
NHSWI, Assistant Medical Director Primary Care
CnES Principal Administrator



4.2 Matters Arising

There were no matters arising.

Decision: There were no matters arising.

Action: No action required.

4.3 Action Points as at 19.09.24

The Action Plan was discussed and updates provided on RED items as follows:

Item 7.4 of 24/09/2020 – Review of Integration Scheme – the draft scheme is with CnES for review, it will then come back to NHSWI before being presented to the IJB for final approval in February 2025.

Item 8.1 of 22/02/2024 – Strategic Planning Group (SPG) Terms of Reference – to be presented to ICMT at NHSWI before being presented to the IJB for final approval in February 2025.

Item 6.1 of 27/06/2024 – 24/25 Annual Budget Position – CnES not able to provide figures for current year as focus remains on closing off CnES accounts for 23/24. Hopefully figures should be available in January 2025. **Action: Amend rating on tracker from Green to Amber.**

Item 9.1 of 27/06/2024 – IJB Directions to Main Partner Organisations – these are complete for year. A development session has been scheduled for January 2025.

Decision: It was agreed to note the updated Action Plan.

Action: No further action required.

4.4 IJB Audit & Risk Committee Minute of 04 September 2024

The minute of the IJB Audit & Risk Committee was presented for awareness.

Decision: It was agreed to note the minute of the meeting of Audit & Risk Committee of 04 September 2024.

Action: No action required.

5. MEMBERSHIP GOVERNANCE AWARENESS

5.1 IJB Membership Update

The Corporate Business Manager presented the Report for awareness. The Membership List position had been updated as at 22 October 2024.



In discussion it was noted that there was not a member of the IJB on the Harris Locality Planning Group.

Decision: It was agreed to note the Report.

Action: NF to follow up with elected members to seek a replacement from within the wider membership of the IJB to sit on the Harris Locality Planning Group. It was agreed that a completion date for this action would be required.

6. STRATEGIC GOVERNANCE

6.1 Strategic Framework – Mission Statement Update

The Chief Officer submitted a Report for a decision on the Revised Mission Statement. The Western Isles IJB is a commissioning body that was created in 2015. It works in close partnership with communities and its delivery partners, and commissions within its financial framework.

A Strategic Framework covering the period 2024-2027 has been developed to guide how the Integrated Joint Board approaches population health challenges and in turn informs the annual cycle commissioning planning. It is designed deliberately with a degree of flexibility in response to the dynamic changes in population health.

On reviewing the Strategic Framework In June 2024, the Board approved the Framework in principle noting a revision to the Mission Statement. The revised Mission Statement was included on page 12 of Appendix 1.

6.1.1 Appendix 1 – Revised Strategic Framework

The draft Strategic Framework has undergone public consultation and has been subject to an Equalities Impact Assessment report previously prepared by the IJB.

Revised Mission Statement:

Our Mission is “To work with individuals and communities to enable people of the Western Isles to live well, using our collective resource effectively. We will transform services to ensure these are safe, timely, effective, high-quality and person-centered based on achieving positive personal outcomes.”

A question was asked in relation to the relevance of two items under Adult Social Care Services at 1.4 – Delegated Services. There was an asterisk beside Care Home Services and Occupational Therapy Services with no explanation as to what this referred to. NF suggested that this be removed as there was no reason why it should be there.

Decision: It was agreed to approve the adjustment made to the Framework mission statement at 3.1.2 of the Appendix, following IJB request to amend.

Action: Finalise the Strategic Framework with approved new Mission Statement and remove asterisks at Care Home Services and Occupational Therapy Services on page 6 of the Appendix.



7. CORPORATE GOVERNANCE

7.1 IJB Business Schedule & Workplan

The Chief Officer, in the absence of the Corporate Business Manager submitted a Report for decision on the Integration Joint Board Timetable & Workplan 2025. The Report stated that the IJB was required to set and agree its schedule of meetings for the year. To support the preparation and presentation of key governance documents and activity throughout the year, the Board workplan should be set.

The Report further stated that in governance terms it was prudent to ensure that the workplan was developed and set out both the schedule of committee meetings alongside the activity required to ensure that the Board undertakes and completes timeously competent business to support planning, delivery and scrutiny.

Appendix 1 – Draft IJB and IJBA&RC Timetable and Workplan 2025

In discussion it was noted that meetings of the Strategic Planning Group (SPG) were not included in the timetable. It was also noted that a planned meeting of NHS Staff Governance in May 2025 clashed with the date of the May Development Session. It was agreed that as a number of members of the Board would be involved in the NHS meeting, that an alternative date for the Development Session should be sought. Further discussion around this highlighted the need to cross-reference commitments of members of the Board, taking into consideration that it may be difficult to arrange dates that would suit each individual, each time.

The Workplan looked clear, and members welcomed the schedule of documents/reports due at each series of meeting.

Further discussion took place around the proposal of introducing more hybrid meetings and various options of venues were discussed, including the potential to hold a meeting in Harris, although no decision was made on this. All agreed that Hybrid meetings played an important role in building relationships with colleagues normally just seen on screen. It was also suggested that the meeting etiquette of using Teams be explored and shared with all members. Both NHS and CnES had individual Teams etiquette that could be shared.

Decision: It was agreed to defer approval of the Timetable and Workplan 2025 until February 2025, but to adhere to the January and February 2025 dates as confirmed dates of next meetings.

Action: Corporate Business Manager to liaise with Board members in relation to dates of meetings in NHS.

Corporate Business Manager to consider rescheduling the development session in May as this clashes with a planned NHS Staff Governance meeting.

Chief Officer to liaise with Corporate Business Manager to consider dates of Strategic Planning Group and to include with Timetable due to be presented to February meeting.

Corporate Business Manager to explore Teams etiquette for any online meetings and to arrange a Hybrid meeting as part of the timetable for 2025.



7.2 Standing Orders Review

The Chief Officer, in the absence of the Corporate Business Manager submitted a Report for decision on the revised Standing Orders. The IJB has an agreed set of Standing Orders to oversee its business. The Standing Orders describe how the IJB should operate in respect of its membership, chairmanship, meetings, decision-making, and so on.

The Report stated that on 19 September 2024, the IJB was presented with a Committee Governance Review following Members request to consider depute appointment to the IJB Audit & Risk committee. The Standing Orders have been updated to reflect the outcome.

7.2.1 Appendix 1 – Revised Standing Orders v7 draft

It was agreed that in the absence of the Corporate Business Support Manager that a decision on the revised Standing Orders be deferred until the next meeting in February. Members also agreed that advice from Tim Langley, Head of Law & Governance at CnES would be recommended before approval of the revised Standing Orders.

In discussion the subject of recording of meetings was raised. Gilliam McCannon, NHSWI stated that recordings of meetings is subjected to the Freedom of Information Act and suggested that meetings being recorded may impede open discussion. It was noted that minutes are not a verbatim account of the meeting and therefore recording of meetings wasn't necessary. Guidance was sought on when we can record meetings and how the recording is then disposed. It was suggested that this should be after approval of the minute.

Gillian McCannon, NHSWI noted that minutes should just include key points of the discussion, the decision and any action points

Other members suggested that all partner bodies should have the same protocols around recording of meetings. Advice to be sought from Tim Langley on whether this was practical as partner bodies may have different standing orders in place.

A question was asked around the continued non-attendance of members of the Board and how this was monitored in relation to the requirements within the Standing Orders.

Decision: It was agreed to defer a decision on the revised Standing Orders until the next meeting of the Board in February 2025.

Action: Corporate Business Support Manager to seek guidance from Tim Langley in relation to the revised Standing Orders, in particular around the discussion points on recording of meetings and frequent non-attendance of members of the Board.

The updated Terms of Reference for the Strategic Planning Group to be added to the Standing Orders for Meetings documentation prior to the Standing Orders being approved.



7.3 Winter Plan Update

The Chief Officer presented the Winter Plan Update to the Board for awareness. The 2024/25 winter preparedness plan builds on last year's plan. The primary focus had been to strengthen the approach to whole system planning and delivery; in particular, working with social care colleagues and to ensure it is integrated with the "Delayed Discharge Mission".

In line with last year, Boards will be asked to complete a "Readiness Checklist", which will be issued after publication of the overall NHS Scotland plan. Given current and ongoing pressures with the NHS Western Isles system, it had been deemed essential to initiate the planning process prior to the plan being issued.

The Report detailed the three key principles which ensured that focus was retained on the individual. Along with this, there were four winter planning priorities which follow a journey through the health and social care system.

In discussion it was noted that the IJB needed to ensure that the workforce was in place to meet the requirements of the plan, risk assessments would need to be done for each priority area. Assurance was sought that there was a strategy in place for the review of priorities and that as delayed discharge figures were increasing, sight of the Health & Social Care Workplan would be required by the IJB.

The Chief Officer commented that operational risks would sit with the responsible organization in terms of service delivery and that regular updates would come back to the Board.

Head of Partnership Services, Emma MacSween informed members that sign-off of the Winter Plan sits with the Nursing Director and it comes to the IJB for noting, not approval. The plan also goes to the ICMT for oversight.

Appendix 1 – North Region Urgent Care update

Appendix 2 – SAS & NHSWI Pathway Guide for Ambulance Crews.

Decision: Members noted the Report and both appendices.

Action: No action required.

8. FINANCIAL PERFORMANCE

8.1 IJB Annual Accounts 2023/24

The Chief Finance Officer, Debbie Bozkurt presented the draft IJB Annual Accounts for approval. They were recently approved in principle by the Audit & Risk Committee. Once approved, the accounts will then be reviewed by Audit Scotland, the Board's external auditor.

The Report stated that IJB Annual Accounts are produced under local authority finance regulations. The normal time period for finalizing account in draft to IJB Audit and IJB is for June of any one year and finalized Accounts by the end of September. Due to the cyber-attack on the Comhairle in November 2023 the accounts have been delayed.

The IJB had an in-year overspend of £2.774m, this would be offset by transfer from general, specific and earmarked reserves. Gross income presented in the Annual Accounts showed a reduction of £1.177m in 2023/24 compared to 2022/23. This was due to an increase of monies via the NHS of £1.4m, a reduction



in the deferred grant relating to the Lewis Residential Care development of £1.569m and a reduction in income from CnES Residential and Independent Care Homes of £0.553m.

The Report went on to detail the main headline figures with full details of all accounts reported in the Appendix to the Report.

The Board were asked to approve the draft annual accounts detailed in Appendix 1 to the Report.

8.1.1 Draft Annual Accounts – 2023-24

The Chief Financial Officer highlighted a number of areas within the Draft Accounts in particular the cost pressures and lack of funding from the Scottish Government, this put additional pressures on all services. IJBs all over Scotland are in the same position, if not worse, there is not enough funding available, yet need to continue to deliver statutory services.

Members were afforded the opportunity to ask questions on any aspect of the accounts.

The Chief Finance Officer noted that on completion of the Audit, Audit Scotland would sign off the Accounts with or without an opinion.

Decision: It was agreed to approve the Draft Annual Accounts for 2023-2024.

Action: Chief Finance Officer to submit Accounts to Audit Scotland.

9. Performance Report

The Chief Officer submitted the IJB Performance Report for awareness. The IJB is required to report on the National Integration Indicators to Scottish Government via the Ministerial Strategic Group for Health and Community Care (MSG). These are intended to provide a view of how Partnerships are progressing against a range of whole system level measures. Early notice has been given that Scottish Government are reviewing the indicators and that they are likely to change.

The Report stated that there are six MSG indicators:

1. Emergency admissions
2. Unscheduled hospital bed days
3. A&E performance
4. Delayed discharges
5. End of life care
6. The balance of care across institutional and community services

A description of the data which related to the indicators was included at Appendix 1. The Chief Officer summarised the key findings of the Report and compared the results of NHSWI to the national average in some areas. NHSWI A&E performance is one of the strongest performers in Scotland. It was noted in discussion that the First Minister had set up a national mission around the reduction of the number of individuals who are in delayed discharge. The presentation given to the Cabinet Secretary on Delayed Discharges was detailed at Appendix 2.



Discussion was held around targets and performance in each of the MSG indicator areas. One area highlighted was in relation to the End of Life Care in that the figures presented did not differentiate between end of life patients with cancer related illness and those with multi-morbidity illness. .

The Chair thanked everyone for their contributions to the discussion and it was clear that this item needed more time. Therefore, it was agreed by members that in order to warrant a wider discussion about the performance figures, that the Report remains on the IJB Agenda for the next meeting.

9.1.1 Appendix 1 – Narrative Report

The Performance Status Report 2024/25 was presented to the Board. The Report provided a view of how the Western Isles Health and Social Care Partnership was progressing against a range of whole system level measures. Full details of the performance of each MSG Indicator was contained within the Report.

Discussion was held around the quantity of information presented in Appendix 1. It was noted that it was proposed to condense the information into meaningful data that focused on an individual's journey through the health and social care system. This should provide information to back up the figures, as in isolation, it was difficult to interpret the data as it was currently presented.

It was noted that members were appreciative of the Report and that it remains on the IJB Agenda.

Decision: It was agreed to note the Report and Appendices relating to the Report.

Action: The Chief Officer to establish which pieces of information members would like to see contained within future versions of the Report.

9.2 Delayed Discharges and Unmet Need

The Chief Officer submitted a Report for assurance on Delayed Discharge & Unmet Needs – whole system working.

The Report stated that following previous reports regarding Delayed Discharge and Unmet Need, Appendix 1 had been produced to provide an initial system overview of the performance information of relevance to these areas of specific interest. The appendix was drafted to assist the NHS and Integrated Corporate Management Team's refinement of a whole system approach to aid future reporting to NHS Board and the Integration Joint Board. This appendix would be subject to refinement through the NHS WI Corporate Management Team.

9.2.1 Appendix 1 - Whole System Intelligence Report

The Report provided a background on the Scottish Governments renewed focus on the area of "Discharge without Delay" (DWD) Collaborative Response and Assurance Group (CRAG). Health Boards had been set new reduction targets to achieve a maximum of 34.6 delays per 100,000 population (17 years and over). In the Western Isles this would involve delivering a 53% reduction on baseline numbers to reach a maximum of seven delayed discharges.

Recognising the complexity of this persistent issue across Health Boards the CRAG have stressed the importance of a whole system approach. Accordingly, the intelligence provided in this report seeks to



share information not only on delayed discharges itself but on key areas that make up the whole patient journey from factors involved at pre-admission to those affecting patient flow upon admission through to the discharge planning process.

The information shared in the report was intended to provide both a snapshot of latest position with respect areas identified above but to form basis of agreement on routine operational intelligence reporting going forward. This would consider a balance of the need for comprehensive intelligence on whole system flow with the operational need for sufficient data to monitor and effect timely actions.

During discussion it was suggested that a “glossary” would be useful to explain where the figures come from and where they fit into the whole system. It was noted that there is a fine balance between supporting what is planned for the future and how to track progress. It was further noted that a focus should be on Patient Reporting Outcomes Measures (PROMS), It was suggested that the Board should reach out to its members to find out what information would be useful to them.

It was also noted that the report was overly focused on the numbers rather than focusing on the outcomes for individuals.

9.2.2 Appendix 2 – Delayed Discharge Data

Appendix 2 provided an overview of the delayed discharge data at the most recent census point.

Decision: It was agreed to note the Report and Appendices.

Action: Chief Officer to consider how to explore members’ views on what information is useful to have on the Report and how to measure progress on these.

Explore options of a “glossary” to explain terms and where figures come from.

10. SERVICE DELIVERY

10.1 Chief Social Work Officer Annual Report

It was noted that the incorrect Chief Social Work Officer Report had been submitted. Any members with questions in relation to the Report should email Emma MacSween, Head of Partnership Services, in the first instance.

The correct Report would come forward to the February meeting.

Decision: This item was deferred due to the absence of the Chief Social Worker.

Action: Report to be represented to the February meeting along with the correct Report for the 2023/24 period.

11. EXTERNAL/ AGENCY REPORTS



11.1 Audit Scotland Alcohol & Drug Review

11.2 Audit Scotland Transformation in Councils.

Decision: It was agreed to note both Reports.

Action: No further action required.

12. 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 to Scottish Government or raised to the parent bodies?			Members raised a point of clarification in relation to this question - when did this question come onto the evaluation sheet and by which body was it approved?
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.

8. DATE AND TIME OF NEXT MEETING



The next meeting of the IJB will be held on Thursday 20 February 2025 at 10.00am.