



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

Western Isles Integration Joint Board
held on Thursday 25 August 2022 at 10.00am,
via Microsoft Teams

Voting Members Present:

Tim Ingram

Non-Executive Director, NHS WI

Calum MacLean

Councillor, CnES

Donald MacSween

Councillor, CnES

Gillian McCannon

Non-Executive Director, NHS WI / IJB Chair
(Chair of the meeting)

Jocelyn McConnachie

Non-Executive Director, NHS WI

Susan Thomson

Councillor, CnES

Annetta Smith

Non-Executive Director, NHS WI

Non-Voting Members Present:

Debbie Bozkurt

Chief Finance Officer, IJB

Nick Fayers

Chief Officer, IJB

Julia Higginbottom

Non-Executive Director, NHS WI - Proxy

Dana Murray

Union Representative, NHS WI

Morag Munro

Third Sector Representative

Carolyn MacPhee

Third Sector Interface Representative

Dene MacLeod

Chief Executive Hebridean Housing Partnership

Karen Taylor

Patient Representative, Patient Panel

Jack Libby

Chief Social Work Officer, CnES – arrived at 11:12

In Attendance:

Malcolm Burr

Chief Executive, CnES

Tim Langley

Legal and Procurement Manager, CnES

Michelle McPhail

Corporate Business Manager, NHS WI

Emma MacSween

Head of Partnership / Community Care- arrived at
10:45



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

1. MEMBERSHIP / GOVERNANCE

- 1.1 Appointment to the role of Chair of the IJB** ~ Donald MacSween nominated Calum MacLean to the role of Chair of the IJB, which was accepted.

Decision: Appointed Calum MacLean as Chair of the Integration Joint Board with immediate effect.

- 1.2 Appointment to the role of Vice-Chair of the IJB** ~ Tim Ingram nominated Gillian McCannon to the role of Vice-Chair of the IJB, which was accepted.

Decision: Appointed Gillian McCannon as Vice-Chair of the Integration Joint Board with immediate effect.

- 1.3 Appointment to the role of Chair of the IJB Audit Committee** ~ Annetta Smith nominated Gillian McCannon to the role of Chair of the IJB Audit Committee, which was accepted.

Decision: Appointed Gillian McCannon as Chair of the Audit Committee with immediate effect.

- 1.4 Appointment to the role of Vice-Chair of the Audit Committee** ~ Donald MacSween nominated Susan Thomson to the role of Vice-Chair of the IJB Audit Committee.

Decision: Appointed Susan Thomson as Vice-Chair of the Audit Committee with immediate effect.

Michelle McPhail thanked colleagues for their nominations and welcomed the newly appointed colleagues to their roles.

It was noted that the Chair handover, between Gillian McCannon and Calum MacLean would take place after presentation of the Minutes at item 5.

Decision: The IJB formally appointed to the roles of Chair & Vice-Chair of the IJB and its Audit Committee, as reflected above.

2. WELCOME

Mrs. McCannon took the Chair and led the meeting, welcoming all those attending to the meeting.



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

3. APOLOGIES

Cathie Anderson	Lead Nurse Community Services
Fiona Black	Union Representative, CnES, proxy
Ray Buist	External Auditor, Audit Scotland
Gordon Jamieson	Chief Executive, NHS WI
Donald MacAulay	Scottish Ambulance Service
John MacIver	Hebridean Housing Partnership ~ Proxy to Dena MacLeod
Peggy MacKay	Third Sector
Dr. Brian Michie	GP Representative
Ann Moqbel	Service User Representative
Dr. David Rigby	Non-Executive Director, NHS WI – Voting Member Proxy
Dr. Francis Tierney	Scottish Ambulance Service
Dr. Maggie Watts	Director of Public Health, NHS WI – Voting Member Proxy
Kenneth J MacLean	Councillor, CnES

4. DECLARATIONS OF INTEREST

No declaration(s) of interest(s) were raised in relation to any of the agenda items to be discussed.



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

5. MINUTES

5.1 IJB Board Minute of 30 June 2022 DA

The Chair reviewed the minutes with colleagues by reviewing each page.

The Minutes of the Integration Joint Board held on 30 June 2022 was approved as a correct record of the discussion held with no amendments.

Decision: The Board formally approved the minutes.

Action: No actions required.

Morag Munro thanked Michelle McPhail for a very comprehensive set of minutes, which enable her to be well informed of the discussions as she was not present at the meeting.

5.2 Matters Arising

No issues raised

Decision: -

Action: No action required.

5.3 Action Points

The following points were raised:

21.02.18 - 8.3 Carers Strategy &

19.12.19 – 8.8 Learning Disability Strategy

Nick Fayers advised that both strategies should be revised following the outcome of the overall IJB Corporate Strategic Planning, which will be discussed in a development session in October, with the final report being presented in December 2022.

UPDATE

24.09.20 – 7.4 Review of Integration Scheme ~ Nick Fayers indicated that Tim Langley, CnES is supporting him in the light review of the Integration Scheme as directed by Scottish Government. Presentation due in November 2022.

UPDATE

24.06.21 – 6.1 Chief Officers report – Peripatetic workforce report – This information is contained within the Winter Plan and on the agenda for discussion, 25.08.22.

REMOVE

24.06.21 – 10.4 Strategic Plan Direction – this report is on the agenda for discussion, 25.08.22.

REMOVE



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

16.12.21 – 6.1 Social Care Workforce Challenge – presentation of the staff pay review – this item is on the agenda for discussion, 25.08.22. **REMOVE**

Agenda Item 9.2 was brought forward for discussion, in relation to the Action Point on Social Care Workforce Challenge.

Item 9.2 Comhairle Staff Pay Review – Social Care Staff

Item 9.2.1 Full Survey Summary

Item 9.2.2 Focus on Home Care Survey

Item 9.2.3 CnES update report on Staff Survey June'22

Malcolm Burr provided an update to Members advising that the report is for information, given that this is a staffing issue for the Comhairle to address, supporting the services provided in line with Directions.

The Social and Community Service Recruitment and Retention survey report of the 10th of March was presented. It was noted that 205 responses were obtained from employees of the Comhairle, working across the Health and Social Care service represents 38% response rate, which is a high rate of response, compared with an 18% received on previous occasions. The survey was circulated via email and where required hard copies of the survey were sent to staff.

The survey highlighted areas of weakness and a level of satisfaction across a range of factors, with remuneration levels clearly evidenced as a priority, which is seen across not just Local Authorities but also within the NHS and not just linked to the current rise in the cost of living. There were issues noted about the management of the service, however these are for the Comhairle to note and take forward as the employer.

The report was presented to the CnES Policy & Resource Committee in Feb'22 with a detailed report and a further report presented to the Policy & Resource Committee in March 2022 seeking approval for a retention payment to be made, which was the only action available given the constrictions within national agreed pay structure, Single Status, which was agreed.

CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD



Mr. Burr indicated that the Comhairle continue to progress this matter positively whilst working within the bounds of existing pay models and within the equality legislation. Comhairle nan Eilean Siar are the only Council in Scotland to have raised the mileage rate for staff to reflect the increase in the cost of fuel rising from 0.45p to approximately just over 0.50p per mile and the basic rate increasing from 0.25p to 0.31p for those members of staff who sit above the standard mileage allowance. A further report will be presented in November to the Comhairle committee to enable the newly elected members to understand what has been achieved.

Work continues to support future recruitment and retentions specifically within the Care at Home service.

Mr. Burr summarised noting that the principle issue relates to pay, and advised Members that the Comhairle have always paid a living wage. Reflecting on recent media issues of an hourly rate of £10.50, which is already being paid. COSLA have advised that the Local Authority that they are not one of the Councils who have to action this increase, however Mr. Burr indicated that the Comhairle are doing the best with the resources available to them.

Mr. Burr considered the National Care Service with the introduction of the Bill, which states nothing specific about pay but within the introduction it provides a soft statement about the payment levels and values given to Social Care. The response from the Comhairle will note that it welcomes the national view and the value placed on social care but the necessary resource, including the resource to provide the correct pay levels, required to support the delivery of care for both the patients/clients and staff needs to be recognised and provided.

The Comhairle have taken the views noted by the staff and addressed this within the parameters available, and the retention payments are being made in two phases, the first made earlier in the year and the next payment will be made shortly.

Mr. Burr indicated that he would be happy to provide any further updates, if required, for Members information.

Morag Munro referred to item 9.2.3, paragraph 2.5 – referring to “current practice of non-payment for gaps within the shift schedule in excess of one hour.” What does this mean?



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

Mr. Burr advised that this refers to payment for full additional shifts, which had now been rectified. Previously staff were paid by the hour rather than by shift, noting that if someone only work part of a shift they were paid for the hours worked rather than the full additional shift. By making the change it recognised this was a fairer review of staff working an additional shift. Mr. Burr advised that there was no doubt about the wish to address this, however it was merely the mechanics.

Mrs. Munro welcomed this action.

Mrs. Munro noted the £600 retention, which is pro-rata, raising concern for those not working full time and the level of additional payment being received, which may not be of any real monetary benefit, however the value of individuals is just as important to deliver the required services.

Mr. Burr advised that the £600 would be paid to those working under a full time contract, and prop-rata relating to the contractual basis of the employment, which would be in line with the equality at work legislation, as this is a benefit through work.

Cllr. MacLean enquired if any comparison review has been undertaken to review similar roles and responsibilities within the NHS and CnES and assessing the pay gaps between two organisations. Anecdotally it seems that the pay within NHS is greater than the Comhairle for similar roles.

Mr. Burr advised that he is not in a position to comment on the NHS specifically, however generally the NHS is better paid than the Local Authority.

Debbie Bozkurt advised that Mr. Fayers did a report approximately six months ago which was a review of the salaries across the Health and Social Care employers. The pay rate is similar across organisations, however the Council have a higher level of distant island allowance and the NHS have a higher points scaling within the banding, with incremental uplifts each year until you reach the top of the banding scale.

Ms. Bozkurt advised that the pay enhancements available to the NHS is greater than that of the council with additional pay being made for working a Saturday or Sunday, evening work and public holidays.



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

Mr. Fayers noted the challenge in having two employing organisations with totally different terms and conditions for employment when addressing health and social care services. As the national position moves forward with the National Care Service, and given the financial constraints being felt currently, the biggest question is, is there sufficient resources available nationally to pay staff the right level of money to enable them to deliver the services that patients and client require, or will the service be established with a resource allocation which is below the level required to meet the demand.

Mr. Burr commented and agreed with the statement from Mr. Fayers, noting that if a blank page was available to design an integrated health and social care partnership, staff would be under one set of terms and conditions, with one direction of delivery. A National Care Service has the potential to meet the needs as noted in its aspirational statements within the Bill, however the required level of resourcing will be enormous and it's not immediately clear that the Scottish Government, or the UK Government, have the necessary resources available to build on the direction of the Bill's ambitions.

Mr. Burr noted his thanks to the Chair for enabling the presentation of the paper ahead of its position on the agenda, which has enabled him to leave earlier due to another commitment.

In taking the survey issues forward, Mr. Burr advised that he has and will continue to discuss the points with trade union representatives to find a way forward. This is an issue for the Comhairle to resolve but happy to provide assurance to the IJB on the actions being taken.

Morag Munro commented on the Comhairle staff survey noted staff views on satisfaction. She eluded to the point that carers and support staff wish to spend more time with their clients ensuring that they are safe and comfortable, however she recognised the pressures being placed on the service and carers.

The Chair thanked Mr. Burr for providing the report and information contained within it. The Chair also noted within the NCS Primary Legislation Bill, a number of assumptions being made, however clarification is required on the financial resources required to deliver a National Care Service and the pragmatic aspect of how the service will be delivered. There will be a lot of discussions at a national level around this before any formal level of actions comes forward.

Decision: The IJB formally noted the report.

Action: No actions necessary.



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

Continuation of the Action Points:

16.12.21 – 6.2 Timetable 2022 – revised corporate support list – Mr. Fayers advised that there are two components and about individuals' capacity to support the work of the IJB from colleagues within both parent bodies.

Mr. Fayers noted as an example, Michelle McPhail and Tim Langley, who both have demanding roles within their parent body but, thankfully, provide support to the IJB, which he is eternally grateful for. The support from a myriad of colleagues across the partnership is provided at a time of significant financial and capacity challenge. Mr. Fayers advised colleagues of the limitations he can provide around the support structure to the IJB.

As report will be provided as soon as all the discussion with individuals has been completed.

UPDATE

16.12.21 – 6.2 Timetable 2022 – proposal of reviewing the remit of the Strategic Planning Group – Reviewing a new set of terms of reference for the Strategic Planning Group, this will be linked to the Strategic Plan and therefore delivery early next year.

UPDATE

27.01.22 – 6.2 BVCC – Noted for presentation in October 2022.

UPDATE

24.02.22 – 6.1 Workforce Overview Report – Request to hold a seminar to review the model of care required and the level of workforce needs in light of a decreasing population. The proposal of a seminar is noted on the proposed timetable for 2023, and therefore recommending the item to be removed from the Action Points.

REMOVE

30.06.22 – 4.1 IJB Membership – CnES voting members to advice on the membership of the IJB Audit Committee. Confirmation has been obtained and the committee is up and running.

REMOVE

30.06.22 – 7.1 Strategic Plan – SBAR – Plan to be presented in December 2022 - It was noted that the production of the Strategic Plan will be completed after the Strategic Planning seminar with colleagues scheduled for October 2022. It was noted that the Plan will be early 2023.

UPDATE



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

30.06.22 – 8.1 Workforce Report – Chief Finance Officer - Request for critical analysis of the reason for sickness within high level areas. Mr. Fayers advised that both parent bodies have submitted their 3 year workforce plans to the Scottish Government and awaiting feedback. Following feedback Mr. Fayers will provide an overarching summary of the salient points. It was reiterated that the IJB is not an employing organisation and as such cannot produce a workforce plan. **UPDATE**

Mrs. McPhail asked if the outcome would include the critical analysis of sickness absence in line with the Action. Mr. Fayers advised that information will come forward from the collated workforce data from the parent bodies. **UPDATE**

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

Action: No action required.

5.4 IJB Audit Committee Minute of 07 July 2022

The Integration Joint Board Audit Committee Minute of 07 July 2022 was presented for information. No questions were raised.

Gillian McCannon provided an update from the discussion of the Audit Committee held on the 07th July 2022. It was noted that the Comhairle has appointed to the IJB the support of an external Audit company, Azets to undertake the internal audit function in light of the auditors/staff movement within the Comhairle.

It was noted that the risk register is under review to bring it more into contemporaneous arena, with the IJB Audit Committee facilitating its development, in line with primary lead being Nick Fayers.

Decision: The IJB formally noted the Minute.

Action: No actions required.

At this point in the agenda, the role of Chair was officially handed over from Gillian McCannon to Calum MacLean, to conduct the rest of the meeting.

Cllr. MacLean took the chair and proceed with the agenda.



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

Morag Munro wished to pay tribute to Gillian who has been a very good Chair for the past three years, being very welcoming of comments and enabling good discussion by all. Mrs. Munro commented that Mrs. McCannon is very knowledgeable, helpful and provides constructive engagement.

The Chair and all Members thanked Mrs. McCannon for her continued work and support to the IJB.

Mrs. McCannon thanked Mrs. Munro for the kind words and confirmed that she will support Cllr. MacLean in the background while he gains more knowledge of the IJB.

6. FINANCIAL GOVERNANCE

6.1 Financial Monitoring Report as at June 2022

6.1 Financial detailed report

The Chief Finance Officer, Debbie Bozkurt, drew colleagues' attention to the report as at June 2022, advising on the following points with the first three month projections:

- As at 30th of June 2022 the in-year overspend is £2,392k with a projected breakeven position once budget reserved have been applied and residential and other income accruals have been adjusted.
- The Scottish Government have indicated that they will fund a pay rise for the NHS in full, at present noted as 5%.
- Negotiations are still taking place for local Authority staff and within in the above the line projections a cost allowance has been made for a 5% pay award. Unfortunately the Local Authority may only receive half of the required funding to meet the 5% pay award and the remaining part will need to be funded from within the IJB reserves.
- The IJB continue to require funding for Covid-19 costs. There is carry forward funding available for Covid-19 from reserves and this will be adequate for the IJB needs for this financial year. Previously NHS Western Isles has received Covid-19 Funding for prescribing which is not recurring this year, but it is likely that for this year only there will be enough Covid-19 reserves to cover the increased cost, however, this funding is not recurring.
- Sustainability payment to the private sector will end officially at the end of September and at funding for PPE will come to an end at the end of March 2023.



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

➤ High level variances

- CnES Residential Care – projected overspend of £837k, with the majority attributed to:
 - £207k estimated pay award
 - £313k Goathill
 - £300k increase in relief and sickness
- Psychiatric Consultants – projected overspend of £502k. Two consultant posts, one is on leave requiring agency cover and unfortunately the other post now requires agency cover. The current rate for consultant and GP cover has increased exponentially, five times higher than the standard rate. The service requires 24/7 cover and at approximately £140.00 per hour. The same issues are being noted within GP OOHs service. There is a need to cap the hourly rate nationally.

It was noted that Mr. Fayers is undertaking a review to ascertain if, legally, 24/7 cover is required or identify any other appropriate service delivery.
- GP Out of Hours (OOH) – identified pressure of £476k in the OOH service for managing the community hospital in Barra and the GP OOH service on Barra.

Additional complication is the lack of accommodation to rent in the Uists and therefore having to use B&B at an inflated price. Assessing property in Uists, house currently being used as offices, which could be turned back into accommodation. The rental of a house on Barra has been made at a cost of £700 per month, which makes it easier to accommodate agency staff.
- Community Hospitals – projected overspend of £143k due to agency and bank cover. Budgeted for 4% to support sickness rate, however there is a very high level of sickness in residential care between 9-10% and therefore an increase need in agency staff to support the service.
- Adult Care and Support Services is noting an underspend of £173k due to vacancies.

Mrs. McCannon sought clarification on psychiatric consultants and the statement around mental health transformation and if this links into the mental health redesign strategy. Ms. Bozkurt corrected the statement advising that this is not transformational but is Mental Health redesign. Mr. Fayers and Dr. Watts continue to work on the redesign of the service.



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

Mr. Fayers noted that he will address the points raised when discussing item 9 on the agenda.

Mr. Ingram enquired about the Scottish Government funding, as noted in the report, in relation to NHS pay rise, enquiring if there is any other direction coming forward requiring the reserves being used first before any additional funding coming from central government.

Ms. Bozkurt noted that the IJB is in a good position, financially, but also negatively as some of the reserves are linked to the inability to recruit. It was noted that Ms. Bozkurt has a very good working relationship with Norman MacDonald, CnES financial lead, and previously with the Director of Finance, and always assessing the reserves in relation to the benefits of the IJB. Some authorities will not release reserves and the Scottish Government are looking to force some organisations to use in the first instance any reserves available before providing additional funding to the parent body.

It was noted that the Scottish Government are clawing back any reserves for the Primary Care Investment Fund. The IJB currently has £500k for Primary Care in the ringfenced reserve budget, which has not been allocated. However now the Scottish Government have advised that any future allocation provided will be less the level in the ringfenced reserve budget locally e.g. £500k in reserves, normal allocation of £1m, therefore the allocation in-year will be £500k, which is forcing the IJB to use the reserves before any other allocation is forthcoming.

Dena MacLeod raised the issue of common practice in relation to the cost of locums and agency cover. Commenting that this action results in a huge amount of public money is being spent on an uncontrolled charge. Is there anything that this IJB can do to change this?

Debbie Bozkurt advised that locally NHS Western Isles uses a very small amount of agency nursing, and only for specific detailed roles e.g. theatre nurses. The use of agency nursing is being assessed by the Scottish Government in the first instance by placing a cap on the amount charged. This addresses the issue where nurses, or any professional, leaves the NHS to join a private organisation and then charges two or three times the amount they would have obtained within the NHS limits.



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

A cap on the rate of pay needs to be done nationally and UK wide to ensure that staff stop moving around the country to find the best locum rate payments. Pressure is being applied by the Director of Finance national group to get the Governments to address this issue.

Karen Taylor noted the development of Nurse Led Service and Advanced Nurse Practitioners and could these individuals support service delivery in conjunction with doctors but at the same time reducing the reliance on the doctor and therefore reducing the cost for their time.

Nick Fayers noted that nursing roles are being taken forward nationally around upskilling and increasing knowledge through a career structure to develop a high level, skilled nurse role.

Morag Munro asked for clarification as to what services are within the Community Care allocation. Ms. Bozkurt indicated that it's work carried out by the Local Authority on behalf of the NHS e.g. mainland placements, Bethesda and Ardseileach payments.

Morag Munro enquired about where the Chief Officer payments are allocated to. Ms. Bozkurt advised that the costs are reflected in the management accounts and that the share of the salary is 50:50 between the parent bodies and therefore appears in the NHS management line and within the Comhairle's management line.

Commenting on the report, the Chair enquired about section 1.5 in the report relating to psychiatry costs, which notes that the accommodation cost equates to $\frac{3}{4}$ of the cost of the substantive post, which is unsustainable. The Chair asked if Dena MacLeod and HHP can identify accommodation which is suitable for consultants attending the islands.

The Chief Finance Officer indicated that currently the NHS rent a few houses in Winfield Way in Benbecula from HHP, which is used for office space. We are assessing this to potentially seeking to change the function of the space from office and revert back to accommodation. Dr. Watts will be contacting Dena MacLeod to review the use of the property shortly.

Dena MacLeod advised that there may be some opportunity to review this and potentially provide office space also.

CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD



Ms. MacLeod indicated that housing needs are being discussed in various meetings and additional housing seems to be the solution to that particular problem right across the islands. There are discussions looking at housing and accommodation to support workers, be that within the public or private sector. This is an issue but HHP are helping by using the key worker status to enable accommodation to the identified as a priority. However there is an issue if providing accommodation to a person who is being paid potentially five times more than that of a similar local person, that will require some sensitive review.

The Chair thanked everyone for their input into the discussion.

Decision: The Board formally noted as assurance the report presented.

Actions: No actions required.

6.2 Workforce and Demographic Report

6.2.1 Workforce and Demographic detailed report

The Chief Finance Officer, Debbie Bozkurt, drew colleagues' attention to the quarter one demographics report detailing the population status of the islands.

The areas highlighted were:

- Within the report at section 1.2, advises of the Scottish Government Bonds, however this scheme has been cancelled by the government.
- There is a need for women of child bearing age to come to the islands which will enable the population to grow.
- The table within section 2.1 identifies a decrease in the projected population age, from age 0 to over 75, between 2018 and 2028. The results note that the population in 2018 was 26,830 and by 2028 it is projected to be 25,181, a drop of 1,649 people. The biggest challenge is the decrease in working age but the increase in those aged 60 and over.
- Within section 2.4, there is a new graph which projects the decline in island population between 2012 and 2030.
- Section 2.5 denotes a chart from 2005 as the original data baseline, indicates the significant changes in the birth rate during that time as well as the shift in working age.
- Section 2.8 the chart denotes the island parish populations from 1902 up to 2022. At the last century the population was approximately 47,000 and is decreasing year on year.

CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD



Ms. Bozkurt indicated that she, the Chief Officer, Nick Fayers, and the NHS Board Chair, Gillian McCannon have met with colleagues in the Scottish Government, discussing the impact on service delivery as a direct result of the decreasing island population. Colleagues within the Comhairle are having similar discussions and work is ongoing to address this.

Ms. Bozkurt drew colleagues' attention to the report at section 3.1 which denotes the established staffing and vacancies, plus the percentage of those staff who are aged 55 plus and 65 plus. These age groups could retire at any point in time, with no real replacement available within the islands working population.

The sickness levels, broken into service / budget areas, was reported and discussed. The greatest number of sickness is within residential services, followed by Hospital acute nursing and home care & reablement.

Ms. Bozkurt reiterated the severity of the situation and the impact, which is being seen now on services and this is having to be address at a time of increased pressure on financial resources.

Colleagues were advised to review the website links noted in the report, to obtain additional data and projections.

The Chair thanked Ms. Bozkurt for the report and the honesty in which the data has been presented, providing great clarity.

Cllr. Thomson noted some of the challenges that does not promote or entice people to come to the island ranging from limited child care, housing, dental services and the inability of having a baby locally within the southern isles, as expecting mothers having to travel to the mainland to have their babies.

Mrs. Taylor made a declaration as she is working on a programme to promote people moving to the islands.

It was noted that the group won a lottery award to set up meeting locations across the island to support people with cognitive issues or those recently diagnosed with dementia. It was noted that the group is looking at peer support for the elderly, as a lot people don't have family around them to provide a good level of support, which in turn reduces the demand on clinical need.

CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD



The Chair thanked Mrs. Taylor for the update, remarking that this process use to be called community or village care.

Carolyn MacPhee thanked Ms. Bozkurt for the report, which is used by the Third Sector Interface (TSI) Western Isles when attaching funds to areas of need.

One of the funds available is linked to low income families with direct support. TSI are using the 2020 index, which provides pre-covid data, and Ms. MacPhee asked if Ms. Bozkurt had more relevant data that they could be shared to support and ensure that the right people get the support required.

Ms. Bozkurt indicated that the NHS Public Health Intelligence team have access to a wide level of data but more on the basis of deprivation rather than census data. Dr. Maggie Watts, Director of Public Health may be able to support. Ms. Bozkurt will email Dr. Watts and pass on your email to her.

Morag Munro reflected on the population of Harris, which has declined the most, considering that three new employing companies have set up their organisations within Harris over the past few years, however with little population growth. Remote and rural areas are the greatest challenge to attract people into.

Gillian McCannon thanked Carolyn MacPhee for the notes as the Third Sector Interface is an important sector that the IJB needs to engage with more. Reflecting on deprivation indexing the islands are not classed as deprived as people have cars. However without a car finding employment or the ability to obtain essentials, e.g. food becomes that little bit more challenging. There are issues in relation to the deprivation calculation and Mrs. McCannon has raised this within the OHCPP as well as with the NHS Director of Public Health, Dr. Maggie Watts.

Mrs. McCannon advised that the Outer Hebrides Community Planning Partnership will be reviewing its remit shortly and it is this type of deprivation and population decline that needs to be on their agenda and discussed by that groups myriad of key stakeholders to identify a way forward.

The Chair thanked everyone for a very interesting and challenging discussion.

Decision: The Board formally noted the report.

Action: No actions required.

Morag Munro noted her apologies as he had to leave the meeting.

Colleagues took a refreshment break returning to the meeting at 12pm.

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7. STRATEGIC GOVERNANCE

7.1 Directions to Parent Bodies – Annual Accounts

7.1.1 Appendix A – Directions from A to D

The Chief Officer, Nick Fayers, presented the IJB Directions to Parent Bodies paper seeking approval.

The IJB receives its allocation from the parent bodies, based on the services they provide. The Board is then required to commission its services from the parent bodies and it is required to establish the specific directions as an instruction on service delivery. It is for the parent bodies to decide on the most effective way to deliver the service with the required and directed outcome.

The detail of the Directions as set out in appendix 7.1.1. Mr. Fayers wished to thank Debbie Bozkurt for her support in developing the Directions, in her position as Section 95 Officer, as well as the NHS Director of Finance.

Gillian McCannon wishes to raise some points in relation to the Directions, starting with Direction A1, noting residential and nursing care, commenting that normally residential care provide social care rather than nursing care.

Mr. Fayers advised that the principles around partnership could be obtained in a variety of ways, either sector could provide support in residential care environment as direct or in-reach support or the OOH teams being involved.

Reflecting on Direction A5, seeking clarification of TIG, Tighean Innse Gall, and if the service still operating.

Mr. Fayers noted TIG is still delivering services and is still a fit partner within care and repair service.

Direction B1, general medical services, within the section on delivery of strategic plan. Paragraph reads “in addition, GPs will be supported to exert greater influence over local health and social care system to ensure that they are more responsive to patients’ needs”. How does this reflect on the GP interface working and how does this impact on Primary Care Improvement Plan and the Primary Care Strategy.

Mr. Fayers noted that within the GMS contract there is a further development noted within the Memorandum of Understanding 2. Within that report and noted under the Health Board is an obligation that GPs deliver on six key components of the GMS contract via multidisciplinary teams specifically focussed on complex cohorts across the islands and in turn the Primary Care Improvement Funding is there to support that work, as an enabler.

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Tim Ingram asked for the completeness of the governance purpose, that a note is added to the Direction support a detailed link to the Direction from the Strategic Plan, once completed and approved. Mr. Fayers agreed.

The Chair enquired about the delivery time of the Primary Care Improvement Plan. Mr. Fayers advised that there is an annual cycle in relation to renegotiations with Scottish Government. It is via this process that there is monitoring of the annual review of progress against the deliverables and this is outlined in the Memorandum of Understanding.

Michelle McPhail directed her question to the Chief Officer and Chief Finance Officer, seeking clarification as to the timing of the Directions for approval in the coming years recognising that the Directions were presented later than anticipated.

Ms. Bozkurt noted that Directions will be set in June after approval of the Budgets is obtained in March.

Decision: The IJB formally approved the Directions.

Action: An update report on the Directions noting the individual link to the Strategic Plan.

Nick Fayers

8. CORPORATE GOVERNANCE

8.1 Revised Meeting Schedule 2022-23

Mr. Fayers, the Chief Officer, advised that mid-year of 2021 the IJB approved to hold meetings monthly for the IJB and its IJB Audit Committee. He expressed his thanks to Michelle McPhail for the work to review the schedule as well as the next item on the work plan for the IJB.

Michelle McPhail advised that the proposal has been discussed with internal and external auditors, who advised that the current schedule is over ambitious and recognised that holding 22 meeting a year was unachievable in enabling delivery and turnaround of reports.

The rationale for the proposed dates are directly linked to the presentation of draft and final annual accounts as well as seeking agreement of budgets. It was also noted the additional dates to support the reinstatement of development sessions which ceased due to the pandemic.



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

The Chair thanked Mr. Fayers and Mrs. McPhail for the recommendations.

Decision: The IJB formally approved the schedule of meetings for 2022/23

Action: No actions required.

8.2 Work plan / Document Schedule 2022-23

Michelle McPhail presented the work plan for the IJB in 2022/23, noting that this is a statement of intent as the presentation of some documents may change depending on their production. The information denotes the agenda items for each month and the reports that should be presented.

It was noted that strategies and policies need to be revised and they will be contained within the overarching Strategic Plan, following its approval.

Mrs. McPhail suggested that within the Action Points there is reference to revised Strategies being updated, however she noted that any specific change to a strategy should follow on from the corporate strategic direction of the strategic plan. It was suggested that the actions be removed from the Action Points and will be reviewed following agreement of the proposed Strategic Plan, ensuring that no document is forgotten about.

Decision: The IJB formally noted the work plan and approved the remove of strategic documents from the Action Plan at this time.

Action: Relevant Actions to be removed from the Action Points report and present at the next meeting of the IJB.

CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD



8.3 Workforce 3 Year Plan – position update

Mr. Fayers reflected on this item earlier in the agenda. He advised that he would pull together the parent body workforce plans into an overarching report advising of specific challenges affecting delivery of services.

Mr. Fayers noted that the greatest challenge to delivery has been iterated numerous times and that being is the decline in island population and the limitations placed on working age population.

Gillian McCannon, enquired about when the report will be available, noting that it will be a conjoined review of the parent body plans. However she expressed concern as to what type of information will be contained within the IJBs workforce plan e.g. will it denote the plan to replace the number of people who are retiring, as well as establishing workforce projections.

Mr. Fayers noted he agreed with Mrs. McCannon's suggestion and once the Scottish Government agree the parent body plans then he will be in a position to review and provide that overarching plan.

Decision: The IJB noted the position of the workforce planning

Action: Report back in due course.

8.4 Goathill Care Complex

The Chair noted that as Iain MacKinnon had to leave the meeting before the items came up on the agenda, Mr. Fayers would provide an update.

Michelle McPhail advised, that if there are any questions which require a detailed response, she would ask Mr. Iain MacKinnon to review and circulate his response to colleagues after the meeting.

Nick Fayers advised that the handover of the building is anticipated to happen in November 2022, however the contractor is challenged in obtaining sub-contractors to complete the painting etc. of the building. Thereafter there is a six week commissioning period to fit out the environment, late December.

Thereafter a further transition of current residents in a phased approach into the facility once all staff have been identified to deliver the service.

For November Mr. Fayers should provide an update on the staffing details.



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

The Chair thanked Mr. Fayers for the update.

Michelle McPhail considered the historic request for members to have the opportunity to visit Goathill to obtain a greater understanding of the building layout. This has been confirmed as the 14th of September 2022 at 0930.

Decision: The IJB noted the report

Action: No actions required.

8.5 Barra and Vatersay Community Campus

Again in the absence of Iain MacKinnon, Nick Fayers presented the report.

The report denotes the following points:

- Phase one close out of the preferred design has been complete and now seeking Scottish Government Capital Investment Group review.
- The costs have increased again due to the national increase in costs and the logistical aspect of the project location

No questions were raised.

Decision: The IJB formally noted the report.

Action: No actions required.

9. OPEATIONAL DELIVERY

9.1 Winter Planning

9.1.1 Appendix A – Winer Planning for Health and Social Care

9.1.2 Appendix B – IJB Follow-up report Winter Planning and System Resilience

The Chief Officer, Nick Fayers, had presented the outline of the report previously to members. The report denotes:

- A detailed investment plan in direct response to new investment of more than £300 million nationally in recurring funding as set out by the Scottish Government in 2021, as a direct response to the intense winter and wider system pressures that would continue in 2022/23.
- All allocations not spent in year should be carried forward for the same purpose within the following year.



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

- The IJB has been allocated £768k and is proposed to be used to support the name areas:
 - Hospital at Home (L&H)
 - Palliative Care Service (L&H / Uists & Barra & Vatersay)
 - START / Rapid response (L&H / Uists & Barra & Vatersay)
 - Supporting people to return home as soon as clinically possible

Carolyn MacPhee noted the issue with the ferries in Harris and Uist being stopped for four months and the knock on effect for people who need mainland treatment as well as the movement of staff throughout the isles.

If people don't travel for treatment they may end up presenting with chronic issues locally.

Has this issue been reflected in the winter plan?

Nick Fayers noted that the winter pressures and the investment plan does not state the ferry issues.

Debbie Bozkurt also leads within the NHS on patient travel. Following a review of the potential impact of treatment to the mainland, there is a very small number of people who travel via ferry with the majority going via flights. Not anticipating any real impact on travel. However Ms. Bozkurt is in regular contact with Calmac and the Chair of the transport committee within the Comhairle to discuss potential impacts.

Carolyn MacPhee noted that the flights on Barra, they retain two seats for medical and this may be under greater pressure and if there has been any request to hold a greater number of seats during the period of no ferries.

It was noted that more outpatient appointments are being carried out via Near Me video reference.

Donald MacSween, reflected on the information given by Debbie Bozkurt, in relation to the impact ferries have on retaining staff on islands and the support needed within remote and rural areas. We need to collect the information for support to the Scottish Government. Ms. Bozkurt continues to discuss this point with the Chair of the Transport Committee.

Gillian McCannon, noted that there will be a larger plan with more detail that the NHS Board will need to present to the Scottish Government. She wished to thank Nick Fayers for this report.



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

Gillian McCannon suggested that there should be a showcase at a development session for the IJB, for example Hospital at Home. This can come forward.

Decision: The IJB formally approved the expenditure of £786k on the presented areas.

Action: Show case “Hospital at Home” at a development session.

Item 9.2 was noted within Item 5.2 - Action Points.

10. PERFORMANCE

10.1 IJB Performance Report

The Chief Officer, presented the report on performance. The report notes the MSG indicators which are taken from the availability of the data measures and demonstrate how well integration is performing.

Mr. Fayers advised that within his presentation of the performance report at the November meeting, he will ensure there is a greater level of narrative detail to support the interpretation of the data.

The Chair, in reviewing the data, noted the number of delayed discharges.

Nick Fayers indicated that for a positive outcome, patients should not be in hospital when no medical intervention is required as this will cause a detrimental impact on the patient and could impact on their long term health as a direct impact of not having the required resources to support care at home or availability within residential care.

Delayed discharge directly impacts on the number of available beds to treat acute patients, which results in a delay in treatment and extending the treatment waiting list.

The Chair thanked Mr. Fayers for the report.

Decision: The report was formally noted

Action: Report for presentation in November 2022 – Nick Fayers

CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD



10.2 IJB Risk Register

The Chief Officer presented the strategic risks for the IJB. He indicated that he is currently looking at how the information is being presented, the data required to provide the assurance of the risk and its level, including the IJBs risk appetite.

Dena MacLeod noted a potential risk for all organisations that being in relation to the cost of fuel. She enquired if there was an exercise that could be undertaken to assess the need for clients. She noted that there are grants available to support with heating, which may help to reduce the impact on services. If there was an opportunity to obtain as much of the available grants as possible and redirect that to the most vulnerable that may help to keep them at home and reduce the need for clinical intervention.

The Chair noted the availability of the grant scheme and suggested that an awareness raising programme needs to be undertaken with the appropriate support coming from Comhairle colleagues.

Gillian McCannon advised that the issue should be noted with the OHCPP to support and champion these actions.

It was agreed that this issue would be raised at the OHCPP by those who are on that group, Dena MacLeod and Gillian McCannon.

Carolyn MacPhee noted that the Third Sector are being approached for advice on heating and fuel poverty. She advised that they only provide a signpost service as it too complicated and would be inappropriate to suggest that she and her colleagues have the right level of understanding to provide expert advice.

There was a note of concern that some community groups are noting the gap and applying for their own funding to become advice centres, which is of great concern as they may not have the right level of expertise to offer the right advice and signposting service.

Jocelyn McConnachie, reflecting on the information from Carolyn MacPhee, noted that there are a number of organisations that are skilled to provide the right advice to people when they are in a position of anxiety and stress. It was suggested that the OHCPP should contact energy retailers and distributors as they will have information about existing groups who are committed to support vulnerable customers.



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval

The Chair thanked colleagues for their input into the discussion.

Decision: The report was formally noted by the IJB members.

Action: No actions required.

11. FOR INFORMATION

11.1 Audit Scotland Reports

11.1.1 Local Government Overview

11.1.2 Personal Protective Equipment

11.1.3 Community Justice

11.1.4 Covid19 – Vaccination Programme

11.1.5 Planning for Skills

11.1.6 Social Care Briefing

11.1.7 NHS in Scotland 2021

11.1.8 Local Government financial overview

11.1.9 Drug & Alcohol Services

11.1.10 Scotland's Economy – supporting businesses through pandemic

11.1.11 Annual Accounts 2021 Western Isles IJB

11.1.12 Audit Commissioner IJBs Financial Analysis

Colleagues were made aware of the presented Audit Scotland reports that have a link to the work of the IJB. The Audit Committee has asked Ray Buist, Audit Scotland Senior Auditor to advise the Board as and when reports are published and advise as to the specifics and recommendations that the IJB should consider reviewing, implementing or actioning.

Decision: The IJB noted the reports.

Action: No actions required.



CÙRAM IS SLÀINTE NAN EILEAN SIAR **INTEGRATION JOINT BOARD**

Integration Joint Board 08.12.22
 Agenda Item: 5.1
 Purpose: Approval

12. EVALUATION

	YES	NO	COMMENTS
Were you satisfied that the agenda items presented covered the current significant areas?	✓		
Was there sufficient time to review the papers between receipt and the meeting date?	✓		
Was there sufficient time allocated to all agenda items?	✓		The Board took a comfort break for 15 minutes.
Were the Executive Summaries an accurate reflection of the detailed paper?	✓		
Were you able to reach a satisfactory conclusion from the information presented on each item?	✓		
Were you able to contribute to the discussions and have your views considered?	✓		
Did you consider that the Board discharged its duty in respect of: <ul style="list-style-type: none"> • Proper scrutiny • Relevant questioning • Constructive challenging 	✓ ✓ ✓		

13. DATE AND TIME OF NEXT MEETING

Location: Microsoft Teams

Time: 10.00am

Dates: ~~24.02.22~~ ~~25.08.22~~
~~31.03.22~~ ~~29.09.22~~— cancelled following agreement of the revised meeting schedule.
~~28.04.22~~ 27.10.22 – development session
~~26.05.22~~ 24.11.22 – next public meeting
~~30.06.22~~ 22.12.22

The Chair thanked everyone for their contribution to the discussions and the pertinent scrutiny of reports in a very constructive manner. The Chair brought the meeting to a close at 1.00pm.

END



CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 08.12.22
Agenda Item: 5.1
Purpose: Approval