

Highland Health and Social Care Committee

02 March 2022

Item 5.2

NHS Highland

Highland Health and Social Care Committee Annual Report

To: NHS Highland Audit Committee

From: Ann Clark, Chair, Highland Health and Social Care Committee

Subject: Highland Health and Social Care Committee Report 2021/22

1 Background

In line with sound governance principles, an Annual Report is submitted from the **Highland Health and Social Care Committee** to the Audit Committee. This is undertaken to cover the complete financial year, and allows the Audit Committee to provide the Board of NHS Highland with the assurance it needs to approve the Governance Statement, which forms part of the Annual Accounts.

2 Activity April 2021 to March 2022

The Highland Health and Social Care Committee met on six occasions during 21/22. Two development sessions were held prior to the Committee meeting in April, June and August. Development sessions were suspended and Committee meetings held in 'governance light' mode in late 2021/early 2022 due to the operational pressures as a result of the Third Wave of the pandemic. The minutes from each meeting have been submitted to the appropriate Board meeting. Membership and attendance are set out in the table below.

Membership and Attendance from 03 March 2021 to 31 March 2022

MEMBER	28/04/2021	30/06/2021	01/09/2021	03/11/2021	12/01/2022	02/03/2022
Ann Clark, Chair	✓	✓	✓	✓	✓	
Cllr Deirdre MacKay, Vice Chair	A	✓	✓	A	✓	
James Brander		✓	✓	✓	n/a	n/a
Louise Bussell, Interim Chief Officer	T Ligema	✓	✓	✓	✓	
Elspeth Caithness, Employee Director	n/a	n/a	n/a	A	✓	
Cllr Isabelle Campbell	A	✓	A	A	✓	
Paul Davidson, Medical Lead	✓	✓	✓	✓	A	
Cllr David Fraser	n/a	n/a	✓	✓	✓	
Philip Macrae	✓	✓	✓	✓	✓	
Cllr Linda Munro	A	A	✓	✓	✓	
Gerry O'Brien	✓	A	✓	✓	✓	
Adam Palmer, Employee Director	A	✓	A	n/a	n/a	
Cllr Nicola Sinclair	✓	A	n/a	n/a	n/a	n/a
Simon Steer, Head of Adult Social Care	✓	✓	✓	✓	✓	
Nurse Lead (rotational)	A	✓ J Petch	A	A	✓ J Petch	
Elaine Ward	✓	✓	✓	✓	F Gordon	

IN ATTENDANCE						
Tim Allison, Director of Public Health	✓	E Smart	E Smart	✓	✓	
Michael Simpson (Public/Patient)	✓	✓	✓	✓	✓	
Catriona Sinclair (ACF)	A	✓	A	A		
Wendy Smith (Carer)	✓	✓	✓	✓	✓	
Michelle Stevenson (Public/Patient)	✓	✓	✓	✓	✓	
Ian Thomson (ACF)	A	✓	✓	✓	✓	
Neil Wright for Ian Kennedy, Lead Doctor (GP)	✓	✓	✓	A	✓	
Mhairi Wylie (3 rd Sector)	✓	A	A	✓	✓	
VACANT (S'side)	n/a	n/a	n/a	n/a	n/a	
VACANT (S'side)	n/a	n/a	n/a	n/a	n/a	

During the period covered by this report the Committee Chair was Ann Clark and Deirdre Mackay was Vice Chair. The vacant lay member places were successfully filled during the year and efforts were made to fill the vacant medical and staff side places. An induction programme was undertaken for the new lay members. Efforts continue to fill the vacant staff side memberships.

2.1 The Pandemic

The pandemic continued to impact on the business of the Committee with reports regularly received on progress of the pandemic, the impact on business as usual services and the implications of measures to control the virus. These reports also included progress reports on the vaccination programme. The Committee heard moving testimony directly from a number of staff involved in supporting services impacted by the pandemic, particularly care homes and care at home services. The continued willingness of all staff to go 'above and beyond' despite the relentless professional and personal challenges of the pandemic has been recognised by the Committee at every meeting. The Committee has been particularly concerned to understand the impact on users and carers of the changes to services necessitated by measures to control COVID-19.

2.2 Service Planning and Commissioning

The Committee considered various aspects of the planning, commissioning and co-ordination of services across North Highland including: redesign of unscheduled care and enhanced community health services, mental health services including learning disability services, implementation of the Primary Care Improvement Plan, progress with the commissioning of services from the Third Sector and approval of a new strategy for Self Directed Support services for adult social care, potentially one of the most significant pieces of work considered by the Committee during the year. The revised strategy for SDS was heavily influenced by the recommendations of the Feeley Review and the Scottish Government's proposals for a National Care Service which were considered at the September meeting.

2.3 Scrutiny of Performance

2.3.1 Service Delivery

NHS Highland Board approved a revised Integration Agreement with Highland Council in March 2021. This necessitated a review of the Performance Framework for scrutiny of services at the Committee, which for a variety of reasons, including the pandemic pressures, has not concluded. As a result it has been difficult for the Committee to gain a comprehensive overview of performance across all areas of

its remit. The Committee has however received assurance reports on particular areas of service pressure including mental health services and adult social care. At each meeting the Committee received an exception report from the Chief Officer focusing on risks and mitigations associated with the pandemic and remobilisation of business as usual services. The Committee also received a preliminary assurance report on the delivery of the Highland Council commissioned children's services, the framework for which is also under review.

2.3.2 Finance

The Committee received regular reports on the financial position of services within its remit. Due to the pandemic there was continued uncertainty throughout the year about the overall financial position of NHS Highland and government support for costs associated with the pandemic. Despite all of the challenges faced during the year, work continued on both NHS Highland's cost efficiency programme and the adult social care workstreams associated with the Joint Project Board established with the Council in 20/21. Significantly staff were able to realise the target for 2021/22 of 3 million savings in the adult social care budget, albeit on a non-recurring basis. During the year it became apparent that recurring savings from transformational redesign of services would not be achieved without a comprehensive review of the Highland Health and Social Care Partnership's commissioning strategy and approach to community engagement. Proposals are being drawn up for discussion with the Council following the local authority elections in May and publication of the Scottish Government's response to the consultation on a National Care Service. Due to additional in year allocations and special measures announced by the Scottish Government, the Board will end the year in financial balance and it is possible that the Partnership will have more scope for investment in 2022/23.

3 Corporate Governance

The Committee implemented revised Terms of Reference, following the approval of a revised Integration Agreement with the Highland Council. The significant change was the removal of acute services from the Committee's remit. The Committee retains an interest in some aspects of hospital services as community services have a significant part to play in the on-going challenge of reducing delayed discharges and maintaining flow throughout our hospitals.

The Committee also undertook a self- assessment exercise as part of a wider drive to improve the NHS Board's corporate assurance framework. An action plan to address improvements was agreed in September and progress reported to the March 22 Committee

4 External Reviews

None

5 Key Performance Indicators

Whilst the Committee continued to meet throughout the year, the severe workforce pressures experienced as a result of the Third Wave and the demands of the revised NHS Highland vaccination strategy meant the NHS Highland Board agreed to operate in 'governance light' mode for several months. This has limited the scope to progress aspects of the Committee's workplan, most notably a revised Performance Framework for integrated community health and social care services and an improved format for the partnership's Annual Performance Report.

A report on performance for the 21/22 year will be published in July 2022. The 20/21 Performance Report showed improvement is required in the following areas: delayed discharges, capacity within Social Work services to undertake legal duties of assessment and review.

Performance in relation to Children's Acute Mental Health services are of particular concern and NHS Highland has agreed a recovery plan with support from Scottish Government.

6 Emerging issues for 2022/23

It is likely that workforce issues of recruitment, retention and staff wellbeing will be critical to NHS Highland's ability to manage the competing priorities of the pandemic, service remobilisation and improving outcomes for our population. Decisions about the scope and implementation of a National Care Service will inevitably mean discussions will need to take place about new models of integration and service delivery. Relationships will need to be quickly re-established with the Highland Council following local authority elections in May and a new approach to strategic commissioning within the Highland partnership agreed.

7 Conclusion

Ann Clark, as Chair of the Highland Health and Social Care Committee has concluded that the systems of control within the respective areas within the remit of the Committee are considered to be operating adequately.

Ann Clark, Chair

Highland Health and Social Care Committee

17 February 2022