

Agenda Item	5
Report No	SR/9/23

THE HIGHLAND COUNCIL

Committee: Isle of Skye and Raasay Committee

Date: 22 May 2023

Report Title: North Skye – Health and Social Care Infrastructure Update

Report By: Head of Integration Adult Social Care

1. Purpose/Executive Summary

- 1.1 This report provides background in relation to work which is ongoing and led by NHS Highland in terms of the future delivery of health and social care services in Skye. That work has been informed by, and requires to be considered in the context of, the Independent External View of Skye, Lochalsh and South West Ross Out of Hours report in May 2018 which is commonly referred to as the Sir Lewis Ritchie Report.

Much of that work has a focus in terms of health delivery and out of hours hospital services and that is not the subject of this report. It is however recognised that there is an overlap between that hospital requirement and an associated need for care beds with the delivery of adult social care which is a statutory responsibility of the Council albeit one which is delivered by NHS Highland.

2. Recommendations

- 2.1 Members are asked to:
- i. **Note** the contents of this report.

3. Implications

- 3.1 Resource – There are no resource implications arising directly from this report. Adult social care services are delegated to NHS Highland who ensure service delivery commensurate with the available budget.

- 3.2 Legal – There are no specific legal implications arising from this report. It is worth noting that the Highland Health and Social Care Partnership which is tasked with the delivery of adult health and social care services is governed via the Joint Monitoring Committee (JMC). The JMC is responsible for the delivery of a Strategic Plan which is currently under development and that plan will set the overall context for the future delivery of service in Skye and Raasay.
- 3.3 Community (Equality, Poverty, Rural and Island) -There are no specific implications arising from this report. In terms of the Strategic Plan which is currently under development and referred to at paragraph 3.2 above there will be a need for an Equality Impact Assessment which will consider these factors and be reported to JMC.
- 3.4 Climate Change / Carbon Clever – There are no specific implications.
- 3.5 Risk – Any risk is likely to be linked to the financial position and at the time of writing there is nothing specific to report in that respect.
- 3.6 Gaelic - There are no specific gaelic implications arising as a direct result of this report.

4. Background

- 4.1 In May 2018 Sir Lewis Ritchie completed his report in relation to the future delivery of health services in Skye. At that time the focus was upon out of hours services and that has remained the case particularly in relation to the delivery of such services in North Skye and has included the operation of Portree Hospital.
- 4.2 The report was subsequently accepted in its entirety by the Board of NHS Highland albeit it is understood that some of the recommendations are not entirely in the gift of the board to implement in isolation. It is accepted that there has been some delay in implementing a number of the recommendations of that report.

5. Subsequent Work

- 5.1 Since May 2018 there has been significant engagement by NHS Highland in terms of the work envisaged by Sir Lewis Ritchie who has continued to have an involvement and has provided further input. That work has included community engagement such that various groups have been established with a view to overseeing the recommendations of that report.

It is recognised that the communities have worked tirelessly on the issues outlined by Sir Lewis Ritchie for many years. The focus of this work has been to connect across communities to deliver upon those recommendations. Various community groups have been established and illustrate the commitment of the local communities to delivering upon the recommendations set out above

- 5.2 Those groups include the Sir Lewis Ritchie Delivery Group and related worksteam groups which are tasked with implementing the Sir Lewis Ritchie report. That group is led by NHS Highland and is chaired by the Area Manager (West) NHS Highland. Although the focus is generally on more traditional health services the group have generally been tasked with considering the following recommendations arising from Sir Lewis Ritchie's report:-

- Portree Hospital Urgent and Emergency Care
- Future Community Bed Provision
- Closer inter agency and public participation
- Collaboration with SAS
- Collaboration with NHS24
- First responders
- Workforce capacity and capability
- Housing solutions
- Road Issues
- Transport and Accessibility
- Digital Innovation
- Glenelg and Armisdale
- Raasay
- Lochcarron
- Centre of Excellence for learning and training
- Best use of services
- Making it happen

A representative from the Council has recently been involved, being the writer of this report, in recognition of the fact that some of these services have an interface with Council services albeit that service – the provision of adult social care – is delegated to NHS Highland. In terms of future partnership working it is considered appropriate that the Council should be represented upon this group going forward.

There is also a Sir Lewis Ritchie Steering Group led by NHS Highland that oversees the work carried out on the recommendations.

6. Involvement of Scottish Futures Trust (SFT)

6.1 In recognition of the significance of the work required as a result of the Sir Lewis Ritchie report Scottish Futures Trust have become involved with a view to their assisting agencies and the local community in setting the direction for the future delivery of health and social care services in North Skye in particular. Their involvement has come about as a result of communities and interest groups voicing concerns in relation to service provision and the pace of change.

6.2 Scottish Futures Trust is the infrastructure Centre of Excellence established by the Scottish Government with a purpose “to improve the efficiency and effectiveness of investment in Scotland by working collaboratively with public bodies and industry leading to better value for money and providing an opportunity to maximise the investment in the fabric of Scotland and contribute to increasing economic growth”.

6.3 Given that the recommendations of the Sir Lewis Ritchie report cover health, care, housing, community and infrastructure agendas and that the responsibility and governance for services, resources and planning in these agendas lie with different statutory bodies the role of SFT can be key to drive change. Shaping proposals for change, investment and infrastructure needs to work with these structures, and will inform the way project proposals develop. SFT are working with partners and communities of North Skye and Raasay to identify options for the infrastructure futures for the area to deliver a future focused, needs driven and resilient health and care future.

SFT scope

The scope of work that SFT have agreed to support is based on:

- *Understanding the spatial requirements for future needs and services in North Skye*
- *Identifying different possible approaches to achieve those requirements*
- *Prioritising opportunities which strengthen collaboration and collaborative benefits*
- *Identifying issues and options for investment to achieve the ambition*

This work requires confirmation of community and service needs by others, and alignment of work with strategic plans, governance and initiatives in the locality.

Therefore, in addition to the specific work that SFT lead, there will be:

- *Commissioned technical advice on service need and infrastructure requirements*
- *Engagement with governance and decision making bodies to establish oversight, collaboration and investment clarity*

- *Engagement with front line staff, clinical staff and community groups on need through targeted workshops*
- *Dissemination and engagement with communities using members of the Group and established local partners to ensure there are clear messages communicated in an appropriate manner that enable communities to engage*

Given the health focus NHS Highland have taken on the role of lead agency, supported by SFT. Strategic oversight will be provided by the NHS Communities Division Leadership Group. The Senior Responsible Officer for the work is the Chief Officer for NHS Highland. The Advisory Group will be advisory, and does not have a decision making function. The Membership of the Advisory Group shall include members of organisations and partners working on the health and care future for North Skye with appropriate senior leadership and delegated authority, and leaders and representatives from the community. The Group will be managed by SFT. Membership is by invitation, agreed by the Group as a whole. The Council is a member of that group. Other members include:-

- NHS Highland
- The Highland Council
- Skye & Lochalsh Housing Association
- Skye & Lochalsh Council for Voluntary Organisations
- Highland and Island Enterprise
- Community Interest Groups

At the time of writing Terms of Reference are being agreed to take forward work in relation to future service delivery.

6.4 Insofar as that service delivery relates to core business of the Council it is important to recognise too interfaces with other strategic imperatives. The Committee will be aware that the Council has a key role in relation to the delivery of health and social care services as part of the Highland Health and Social Care Partnership which is overseen by the Joint Monitoring Committee. That Committee is supporting the preparation of a strategic plan which will set out the strategic direction for the future delivery of integrates services pan Highland. That plan envisages that there will require to be engagement with communities in terms of locality improvement plans and the work set out within this report and led by NHS Highland with the support of SFT will contribute to that.

Designation: Executive Chief Officer Health and Social Care

Date:

Author:

Background Papers: