

**Lochaber Health & Social Care Redesign
Steering Group**

**Thursday 25th March 2021
Via Microsoft Teams**



Present:	Alan Wilson, Director of Estates, Facilities and Capital Planning, NHS Highland
	Andrew Ward, Acute Surgical Representative, Divisional General Manager, Surgical Division, NHS Highland
	Andy Devlin, Communications Department, NHS Highland
	Anne Boyd-Mackay, Clinical Services, Manager, Belford Hospital, NHS Highland
	Brian Murphy, Chair of the Transport and Access Sub-Group
	Chris Stirrup, Senior Charge Nurse & Emergency Nurse Practitioner, A&E, Belford Hospital, NHS Highland
	David Sedgwick, Belford Appreciation Group representative
	Denise Anderson, Sunart Community Council representative
	Dr Emma Watson, Deputy Medical Director, NHS Highland
	Dr John Goodall, Arisaig and District Community Council
	Dr John Wallace, GP Partner, Lochaber District medical lead (community), Interim Chair NHS Highland CAC leadership group
	Dr Michael Foxley, University of Highlands & Islands
	Donald Stewart, Director South Lochaber Community Company
	Emma Tayler, Assist Wards Manager
	Eric Green, Head of Estates, NHS Highland
	Fiona Davies, Interim Head of Mental Health, NHS Highland
	Gordon Bell, Communications Manager for Kate Forbes MSP
	Iain Macniven, Chair Arisaig and District Community Council
	John Hutchison, Kilmallie Community Council and West Highland College UHI
	Josie Thomson, Clinical Advisor, Estates Team, NHS Highland
	Karen-Ann Wilson, District Manager Lochaber, NHS Highland
	Louise Bussell, Chief Officer Community Services, NHS Highland
	Lydia Rohmer, Principal and Chief Executive, West Highland College UHI
	Melanie Poduschnik, Secretary of Mallaig Community Council
	Patricia Jordan - Secretary, Fort William Inverlochy & Torlundy Community Council
	Rev Sandy Stoddart, Church of Scotland Presbytery of Lochaber and Duror and Kentallen Community Council
	Stuart MacPherson, Head of Strategic Projects - LSWR, Highlands & Islands Enterprise
	Susan Carstrains, Arisaig and District Community Council
	Neil MacRae, Partnership Manager, The Highlands and Islands Transport Partnership (HITRANS)
	Bryan Gregg, Voluntary Action Lochaber

Apologies:	Flora McKee, Voluntary Action Lochaber
	Heather Cameron, Senior Project Manager, NHS Highland
	Hugh Wright, Project Manager, NHS Highland
	Karen McNicoll, Divisional General Manager, Clinical Support, NHS Highland
	Marie McIlwraith, Project Manager for Community Engagement, Communications and Engagement Team, NHS Highland
	Pam Dudek, Chief Executive, NHS Highland
	Ross Mackenzie, Area Manager, North & West Division, NHS Highland
	Denis Rixson, Liberal Democrat Councillor, Ward 11, Caol and Mallaig
Minuting:	Rachel MacDonald, Management Assistant, NHS Highland

<p>1. Welcome and apologies</p> <p>Louise Bussell welcomed everyone to the meeting and apologies were notes as above</p>	
<p>2. Minutes from the previous meeting 18th February 2021</p> <p>The minutes of the previous meeting were agreed as an accurate record.</p>	
<p>3. Matters arising from previous meeting</p> <p>3.1 <u>RGH Programme Board minutes to be circulated by Emma Watson:</u></p> <p>Emma advised she is awaiting confirmation of approval to circulate the minutes. Further discussion regarding the information to be shared with the steering group and agreement was reached that any discussion at future RGH Programme Board meetings relating to the Lochaber redesign project will be circulated to the steering group by Emma.</p> <p><i>Rachel to amend the wording in the previous minutes to reflect this discussion.</i></p> <p><i>Emma to explore the feasibility of collating a summary of Lochaber related discussion from all previous RGH Programme Board meetings</i></p> <p>3.2 <u>Project Structure - Transport and Access Group:</u></p> <p>Louise advised she and Neil MacRae (HITRANS) have been in discussion regarding a similar piece of work Neil is involved with for Skye. Agreed the transport and access group is required to meet as early as possible to agree scope and process. <i>Brian Murphy to forward terms of reference for the transport group to Rachel who will circulate to the steering group</i></p>	<p><i>R MacDonald</i></p> <p><i>E Watson</i></p> <p><i>B Murphy/R MacDonald</i></p>
<p>4 Project Governance update – Alan Wilson</p> <p>Alan thanked the group for their comments submitted in relation to the project governance document discussed at the previous meeting. The comments have been incorporated into the document and reissued to the group along with the papers for today’s meeting. Alan will now progress with scheduling</p>	

<p>of the required meeting and progress with the initial agreement document. Alan will advise the steering group of project meeting dates once agreed and provide transparent updates to the steering group at each meeting.</p> <p>There was discussion regarding the selection of community representatives on the project team and it was agreed that interested parties would submit a brief statement detailing the value they would bring to the project team by Wednesday 1st April. The applications will be collated by Rachel and circulated to the group. Please return your selection for 2 representatives and 2 deputy representatives to Rachel by Tuesday 13th April (rachel.macdonald2@nhs.scot)</p>	<p>All</p>
<p>5 Communication and Engagement Plan – Andy Devlin</p> <p>Andy Devlin, Communications Manager represented Marie Mcllwraith at the meeting and advised that following today’s meeting a statement will be prepared and shared with the steering group for information prior to being issued to the press.</p> <p>The communication and engagement plan was unable to be shared due to Marie being to leave. Frustration was expressed around the pace of progress regarding community engagement. Andy confirmed that a paper detailing the proposed communication and engagement plan would be produced and discussed at the next meeting.</p>	<p>A Devlin/M Mcllwraith</p>
<p>6 Clinical Care Model & Clinical Strategy Update – Emma Watson</p> <p>Emma delivered a presentation updating on the RGH shared clinical model advising this is underpinning the clinical model which will be delivered with similar conversations are taking place in Oban and Caithness regarding their RHGs. Services delivered in each area will be responsive to the healthcare needs of the community and will vary between sites with safe delivery of care and good practice being the common key principles. The model will continue to evolve as the service develop. The programme board includes NHS Western Isles, NHS Orkney and NHS Shetland to strengthen working relations and ensure effective communication and engagement between north of Scotland boards.</p> <p>Emma advised that existing technologies are being reviewed and future requirements with regard to diagnostics, labs, endoscopy and general surgery etc will be determined and continually reviewed to ensure the model remains fit of purpose. Emma is engaging closely with broader healthcare specialist teams and mental health colleagues to build robust community teams which will reduce the necessity for out of area travel whenever possible. Elective surgery for larger surgeries have been piloted in RGHs, supported by local teams, examples of which were given, and it is anticipated this will include in the new Belford hospital when appropriate.</p> <p>Emma confirmed that all clinicians have access to standardised clinical policies and procedures via the NESH intranet, these will be continuously updated to ensure consistency across the board and reduce variation in practice.</p> <p>Andrew Ward advised that clinicians are now recruited to NHS Highland board rather than recruited to a specific hospital. RGHs are built into job plans, creating exciting and appealing opportunities for staff considering working in NHS Highland.</p>	

<p>Concern was raised that staff currently working at the Belford have not been involved with discussions regarding the clinical model. Confirmation was provided by Karen le Ball and Chris Stirrup that staff have been consulted and their views have been listened to and taken into account.</p> <p>Discussion ensued regarding the terminology used to describe the model as clinical led rather than consultant led model. Emma confirmed the variation in terminology does not reflect any intention downgrade services which will be provided at the Belford with current clinical led RGHS being led by experienced physicians who work closely with consultants to deliver services.</p> <p><i>Emma, Karen le Ball, Anne Boyd-Mackay and Melanie Poduschnik to discuss the clinical model further outwith the meeting to provide tangible answers to queries which can be fed back to community groups who may not have a clinical background and be familiar with the medical terminology presented in the clinical model update.</i></p>	<p><i>E Watson, K le Ball, A Boyd-Mackay & M Poduschnik</i></p>
<p>7. Initial Agreement Update - Alan Wilson</p> <p>Alan advised that it is the intention to submit the initial agreement document to the NHS Highland Board meeting on 17th November 2021 for approval, and will be submitted to the Scottish Government Capital Investment Group on 20th October 2021. Alan confirmed that Pam Dudek, Chief Executive NHS Highland has agreed for the submission to the investment group prior to the Board meeting in order for the processes to run parallel in order to proceed with project progress. Alan advised that should the IA be ready for submission prior to November it will submitted to an earlier board meeting.</p> <p>Alan confirmed that the IA will provide an indicative programme detailing the timelines for each part of the process and will provide this to the steering group as soon as this is available and the required governance process has been followed. Alan is meeting with Scottish Government tomorrow to discuss NHS Highland's capital plans for the next year.</p> <p>Disappointment was expressed that NHS Highland are unable to give a definite target date for completion of the new facility as it had been discussed at the December meeting that this would have been confirmed by this stage. Alan advised a date could not be provided until the finance has been confirmed following approval by Scottish Government of the IA however he assured the group that all discussions with Scottish Government will be shared with the steering group to ensure transparency at every stage.</p>	
<p>8. AOCB</p> <p>8.1 <u>Consultant surgeon recruitment adverts:</u></p> <p>It was noted that recent adverts published in the British Medical Journal did not reference the new hospital. Ann Boyd-Mackay confirmed that she has spoken with a number of interested parties, all of whom were aware of the new hospital and would ensure future adverts would include this information</p> <p>8.1 <u>Shared heating system and facilities:</u></p> <p>Alan advised there are ongoing discussions taking place between the appropriate stakeholder to progress the possibility of a shared heating system</p>	

and shared facilities and accommodation. An update on progress will be shared at a future meeting																	
<p>9. Date of next meeting</p> <p>1.00pm – 2.00pm, Thursday 29th April 2021</p>																	
<p>10. Date of future meetings:</p> <table border="1" data-bbox="209 472 920 752"> <tr> <td data-bbox="209 472 504 506">3.00pm – 4.00pm</td> <td data-bbox="504 472 920 506">Thursday 27th May</td> </tr> <tr> <td data-bbox="209 506 504 539">3.00pm – 4.00pm</td> <td data-bbox="504 506 920 539">Thursday 24th June</td> </tr> <tr> <td data-bbox="209 539 504 573">2.00pm – 3.00pm</td> <td data-bbox="504 539 920 573">Thursday 29th July</td> </tr> <tr> <td data-bbox="209 573 504 607">2.00pm – 3.00pm</td> <td data-bbox="504 573 920 607">Thursday 26th August</td> </tr> <tr> <td data-bbox="209 607 504 640">3.00pm – 4.00pm</td> <td data-bbox="504 607 920 640">Thursday 30th September</td> </tr> <tr> <td data-bbox="209 640 504 674">3.00pm – 4.00pm</td> <td data-bbox="504 640 920 674">Thursday 28th October</td> </tr> <tr> <td data-bbox="209 674 504 707">3.00pm – 4.00pm</td> <td data-bbox="504 674 920 707">Thursday 25th November</td> </tr> <tr> <td data-bbox="209 707 504 752">2.00pm – 3.00pm</td> <td data-bbox="504 707 920 752">Thursday 16th December</td> </tr> </table>	3.00pm – 4.00pm	Thursday 27 th May	3.00pm – 4.00pm	Thursday 24 th June	2.00pm – 3.00pm	Thursday 29 th July	2.00pm – 3.00pm	Thursday 26 th August	3.00pm – 4.00pm	Thursday 30 th September	3.00pm – 4.00pm	Thursday 28 th October	3.00pm – 4.00pm	Thursday 25 th November	2.00pm – 3.00pm	Thursday 16 th December	
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