

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

Thursday 30 September 2021  
Via Microsoft Teams



<b>Present:</b>	Louise Bussell, Chief Officer Community Services, NHS Highland - Chair
	Alan Grant,
	Alan Ross
	Alan Wilson, Director of Estates, Facilities and Capital Planning, NHS Highland
	Anne Boyd-Mackay, Clinical Services, Manager, Belford Hospital, NHS Highland
	Brian Murphy, Chair of the Transport and Access Sub-Group
	Bryan Gregg, Voluntary Action Lochaber
	Carmen Morrison,
	Constantinos Yiangou, Deputy Medical Director (Acute)
	David Campbell
	David Sedgwick, Belford Appreciation Group representative
	Denis Rixon, Liberal Democrat Councillor, Ward 11, Caol and Mallaig
	Donald Stewart, Director South Lochaber Community Company
	Dr Michael Foxley, University of Highlands & Islands
	Dr Willem Nel, Clinical Director, North & West Division
	Duncan Scott, Clinical Director Medicine
	Elaine Ward, Deputy Director of Finance, NHS Highland
	Gillian Bratt McManus, Healthcare Planner, Buchan + Associates
	Gordon Bell, Communications Manager for Kate Forbes MSP
	Gwen
	Heather Cameron, Senior Project Manager, NHS Highland
	Iain Buchan, Buchan + Associates
	Iain Macniven, Chair Arisaig and District Community Council
	Jo Cowan, Highland Senior Citizens Network and Age Scotland
	John Gillespie, Chair of Caol Community Council
	John Hutchison, Kilmallie Community Council
	John Taylor
	Josie Thomson
	Karen le Ball, Consultant Geriatrician, Clinical Lead, Belford Hospital
	Kate MacLennan
	Katherine Sutton, Deputy Director of Operations
	Laurence Casserly, Associate Project Manager, Thomson Gray
	Marie McIlwraith, Project Manager for Community Engagement, Communications and Engagement Team
	Maureen Cameron
	Melanie
	Mike Hayward, Deputy Chief Officer (Acute)

	Neil Simpson
	Patricia Jordan - Secretary, Fort William Inverlochy & Torlundy Community Council
<b>APOLOGIES:</b>	Andrew Devlin, Communications Department, NHS Highland
	Arthur Cowie
	Denise Anderson, Sunart Community Council representative
	Fraser Mackenzie, Project Manager, NHS Highland
	Iain Ross
	Ross Mackenzie, Area Manager, North & West Division, NHS Highland
<b>Minutes:</b>	Angee Relf, Admin Assistant NESH

## 1. Welcome and apologies

Louise Bussell welcomed everyone to the meeting and apologies were noted as above.

## 2. Minutes from the previous meeting – 26 August 2021

The minutes of the previous meeting were agreed with the following two amendments noted:

### Item 4 – Social Care

At a previous meeting it had been suggested that a social care sub working group, as a sub set of this meeting, should be created with a view to devoting sufficient time to achieving improvements in social care which has been identified as the highest risk to the success of the new hospital. It was suggested that the project would have to demonstrate the steps taken to mitigate this as a high risk. Louise Bussell explained that work is already taking place board wide and to ensure local involvement other staff will attend to allow the stakeholders further involvement.

### Item 5 – Initial Agreement Completion

The Initial Agreement is to be submitted to the Scottish Government Capital Investment Group by 20 October 2021

These two items are updated in the minutes of meeting for 26 August 2021

Alan Wilson confirmed that the information in the Gantt Chart is to be updated and amended to reflect the project programme status more accurately. The Gantt chart will reflect the governance structure, status, progress and timescales and will then be re-distributed to the group. The first governance meeting is being held on 20 October 2021 and the draft Gantt chart is required to be up to date for the meeting.

## 3. Matters arising from previous meeting – 26 August 2021

### 3.1 Transport and Access Group

Louise Bussell brought the group up to date as she had met with Neil MacRae who is drafting a proposal to share, the remit will be broadly looking at all aspects of transport relating to Lochaber, Raigmore and all parts of health and social care. When Terms of Reference of the work to be done has been agreed it will be shared with the group for information.

Transport link between the health centre and the hospital site:

Alan Wilson has received confirmation that land cannot be purchased directly from the consortium for the link route. Alan Wilson attends and has various ongoing meetings he will provide further updates on progress thereafter.

HITRANS were awarded funding for the proposed route, under bus access improvements, which is available for this financial year only, therefore it has to be a priority and concluded satisfactorily. Alan Wilson will alert the council to ensure their awareness of the situation. The proposed bus route and access must be put in writing to the community and residents for their awareness, it was suggested that John Gillespie would bring this to the next Blarmor Action Group meeting

### **3.2 Services**

Referencing Clinical update will be provided by Katherine Sutton in item 5 on this agenda

### **3.3 Questions and Answers**

Questions that have been answered have been distributed to the group. A small number of areas that haven't responded will be followed up with the teams. There are still some of the issues in the design phase that need to be resolved with the intention of providing these before the next meeting

### **3.4 Project Team Update**

Gillian Bratt McManus provided an update on workshops; the Need for Change workshop had a good attendance and explored some of the current challenges with the set up that is currently in existence and looked at the opportunities as to how things can be done differently

The content, discussions and notes from workshops all goes into a write up detail for sections within the Initial Agreement to demonstrate the understanding of risks from an early stage, benefits, assessments, current arrangements, opportunities, drivers for change, mitigations etc.

Economic case within the Initial Agreement, a clinical session has been held and the outcome and notes are being prepared. There will be further follow up workshops to outline the business case; explore in more detail what the options are to do services differently, to determine at this very early stage of the business case that all options are being explored and how we configure services to meet the demands of the local population and to demonstrate that we considered all different options in doing that.

## **4. IA development update**

Heather Cameron confirmed that the workshops and outcomes are on track. ADET design workshops are now complete

The Risks and Benefits workshop have been held with a clinical focus and with the wider stakeholder group with the current focus being on reducing the long list of service solutions from five to three, this will involve public stakeholders, including community representatives, for the shortlisting event.

A meeting with NHS Assure is scheduled for the 4 October 2021 to look at the governance process and also to ensure the right people attend and are working in a joined-up manner, following the correct guidance and the correct approval for any delegations from agreements.

Work on the Initial Agreement is ongoing with focus on the key stage assurance review for the NHS Assure team, the design statement and the financial element to ensure a timely submission for the 20 October 2021, assurance was given that this would be met.

The action appraisal and design statement will be shared with stakeholders but for information only

Alan Wilson will attend meetings with NHS Assure to ensure that there is involvement

throughout the project for the design to meet net zero carbon requirements from the outset. Assurance has been received that the government will provide funding separately towards the additional costs involved.

## **Communications**

When there is a short list of options there will be a semi formal public engagement, a paper will go out inviting comments on the way forward. Sessions are being arranged with Community Council, schools and other groups to provide information and update on progress with the project and to give the opportunity for input and feedback. It was requested that an update press release is issued in addition to the updates in the community newsletter.

Jo Cowan, who is a programme presenter on a local radio station, requested snapshots around the different aspects of the project for her to bring the information to her listeners. Kate McLennan, community engagement coordinator, agreed that once the way forward has been agreed then communication and the opportunity for contributing to radio programmes will proceed.

## **5. Clinical Update and 6. Leadership structure and new appointments**

For clarity on roles:

Louise Bussell is Chief Officer for community services which includes Lochaber  
Katherine Sutton is Chief Officer for acute services, tasked by NHS to bring acute services structure together under one umbrella under Katherines senior management.

Newly appointed Deputy Chief Officer for acute services is Mike Hayward, with operational responsibility for rural general hospitals and also for the national treatment centre based in Inverness which comes online towards the end of 2022

Two Deputy Medical Directors have been appointed, Constantinos Yangu who will have responsibilities for surgical services across Highland (Raigmore and rural general hospitals) and Dr Rob Cargill, who will have specific responsibility for medical and clinical services.

The clinical leadership will take forward and develop the clinical model and support the extended team. One of the main objectives is to continue to deliver services as locally as possible in the local communities and to build on services in the local community wherever possible. Gaining an understanding of how the health service is likely to develop, various imaging techniques that are available now, rapidly evolving technology and what is appropriate to be brought forward as part of the new development, work will progress within the leadership and further detail will be brought back to this group meeting next month

The aim and expectation is that the facility will be improved on, keeping an eye on the future and considering what that might look like and ensuring 'future proof' is vital

Katherine Sutton and David Sedgwick will have discussion on the current situation and facilities at Belford hospital out with this meeting

### **Action – Louise Bussell**

Provide biographies of people involved in the project/service to the group for the next meeting

### **Action – Katherine Sutton**

The group requested clarity on Combined Assessment Unit (CAU) as it is unique to Belford Hospital, the questions raised were as to whether it's the right model for the future of the hospital? is it to continue as part of the clinical delivery model? what the evidence base for CAU is? is it effective and does it meet with patient needs? Katherine Sutton will provide the group with clarity on CAU

It was noted that the CAU passport is the leading model in Scotland and currently in several hospitals. The next stage being looked at is the output specification, which is based on the clinical model, it means that in the context of Belford it may differ slightly to take into account

the needs of the hospital. CAU is not an 'old fashioned' model it is being used for planning today.

To give more time Clinical will be placed as first item on the next meeting agenda

### **7. AOCB**

Request for rural community input, possibly workshops, to ensure that all areas are considered and to ensure that there is a need for a broader range of involvement and to get a rural perspective on the project at all stages

It was noted that the IA document will become a public document once it's been to the Capital investment group and approved

Alan Wilson informed the group that an immense communication is being undertaken with schools, media, local radio station to promote and highlight the project progress. He is personally visiting schools and local housing associations in the area. Alan also stressed that the project is very much being driven forward for progression.

**Action:** request for Care Homes and Social Care to be added to the next meeting agenda

### **8. Date of next meeting**

Thursday 28 October 3pm – 4pm via Teams

### **Date of future meetings:**

3.00pm – 4.00pm	Thursday 25 <sup>th</sup> November
2.00pm – 3.00pm	Thursday 16 <sup>th</sup> December