

Agenda

Name of meeting	POLICY AND SCRUTINY COMMITTEE FOR HEALTH AND SOCIAL CARE
Date	MONDAY 4 DECEMBER 2023
Time	5.00 PM
Venue	COUNCIL CHAMBER, COUNTY HALL, NEWPORT, ISLE OF WIGHT
Members of the committee	Cllrs M Lilley (Chairman), J Nicholson (Vice-Chairman), R Downer, W Drew, J Lever, J Robertson and P Spink
Co-opted	Chris Orchin (Healthwatch Isle of Wight) Democratic Services Officer: Megan Tuckwell democratic.services@iow.gov.uk

1. **Apologies and Changes in Membership (If Any)**

To note any changes in membership of the Committee made in accordance with Part 4B paragraph 5 of the Constitution.

2. **Minutes** (Pages 5 - 10)

To confirm as a true record the Minutes of the meeting held on 4 September 2023.

3. **Declarations of Interest**

To invite Members to declare any interest they might have in the matters on the agenda.



Details of committee meetings can be viewed on the Council's [website](#). This information may be available in alternative formats on request. Please note the meeting will be audio recorded and the recording will be placed on the website (except any part of the meeting from which the press and public are excluded). Young people are welcome to attend however parents/carers should be aware that the public gallery is not a supervised area.



4. **Public Question Time - 15 Minutes Maximum**

Members of the public are invited to make representations to the Committee regarding its workplan. Questions may be asked without notice but to guarantee a full reply, a question must be put (including the name and address of the questioner) in writing or email to Democratic Services at democratic.services@iow.gov.uk, no later than two clear working days before the meeting. The deadline for submitting written questions is Wednesday, 29 November 2023.

5. **Progress Update** (Pages 11 - 12)

To receive an update on the progress against the outcomes arising from previous meetings, and to provide an update on any outstanding actions.

6. **Mental Wealth** (Pages 13 - 14)

The committee to hear the lived experience from people, whether a provider, patient, service user, voluntary sector organisation or member of staff.

7. **Project Fusion Update** (Pages 15 - 30)

To review the progress with the implementation of the project ahead of the scheduled go-live date in April 2024.

8. **Winter Plan Implementation** (Pages 31 - 36)

To monitor the implementation of the winter plan, and to hear from the Isle of Wight Executive Delivery Group.

9. **Update on Dentistry** (Pages 37 - 42)

To monitor the progress of improving dentistry services for the Island.

10. **Workplan** (Pages 43 - 46)

To consider any amendments to the current workplan.

11. **Members' Question Time**

A question may be asked at the meeting without prior notice but in these circumstances there is no guarantee that a full reply will be given. To guarantee a reply, a question must be submitted in writing or by email to democratic.services@iow.gov.uk no later than 5pm on Thursday, 30 November 2023.

CHRISTOPHER POTTER
Monitoring Officer
Friday, 24 November 2023

Interests

If there is a matter on this agenda which may relate to an interest you or your partner or spouse has or one you have disclosed in your register of interests, you must declare your interest before the matter is discussed or when your interest becomes apparent. If the matter relates to an interest in your register of pecuniary interests then you must take no part in its consideration and you must leave the room for that item. Should you wish to participate as a member of the public to express your views where public speaking is allowed under the Council's normal procedures, then you will need to seek a dispensation to do so. Dispensations are considered by the Monitoring Officer following the submission of a written request. Dispensations may take up to 2 weeks to be granted.

Members are reminded that it is a requirement of the Code of Conduct that they should also keep their written Register of Interests up to date. Any changes to the interests recorded on that form should be made as soon as reasonably practicable, and within 28 days of the change. A change would be necessary if, for example, your employment changes, you move house or acquire any new property or land.

If you require more guidance on the Code of Conduct or are unsure whether you need to record an interest on the written register you should take advice from the Monitoring Officer – Christopher Potter on (01983) 821000, email christopher.potter@iow.gov.uk, or Deputy Monitoring Officer - Justin Thorne on (01983) 821000, email justin.thorne@iow.gov.uk.

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If you wish to record, film or photograph the council meeting or if you believe that being filmed or recorded would pose a risk to the safety of you or others then please speak with the democratic services officer prior to that start of the meeting. Their contact details are on the agenda papers.

If the press and public are excluded for part of a meeting because confidential or exempt information is likely to be disclosed, there is no right to record that part of the meeting. All recording and filming equipment must be removed from the meeting room when the public and press are excluded.

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Minutes

Name of meeting	POLICY AND SCRUTINY COMMITTEE FOR HEALTH AND SOCIAL CARE
Date and Time	MONDAY 4 SEPTEMBER 2023 COMMENCING AT 5.00 PM
Venue	COUNCIL CHAMBER, COUNTY HALL, NEWPORT, ISLE OF WIGHT
Present	Cllrs M Lilley (Chairman), J Nicholson (Vice-Chairman), R Downer, W Drew, J Lever, J Medland and J Robertson C Orchin (Healthwatch Isle of Wight) (Co-opted)
Also Present	Cllr C Mosdell Mark Howe, Megan Tuckwell and Melanie White Maggie Bennett (Alzheimer's Café), Joanna Smith (Healthwatch), Darren Cattell, Michele Legg, Jess Entwistle (Integrated Care Board), Lesley Stevens and Joe Smyth (IW NHS Trust)
Also Present (Virtual)	Cllr C Jarman Helen Babington and Simon Bryant Simon Cooper (Integrated Care Board)

14. **Apologies and Changes in Membership (If Any)**

No apologies or changes in membership had been received.

15. **Minutes**

RESOLVED:

THAT the minutes of the meeting held on 5 June 2023 be approved.

16. **Declarations of Interest**

No declarations were received.

17. **Public Question Time - 15 Minutes Maximum**

No written public questions were received.

Cllr John Nicholson asked an oral question on behalf of a resident in relation to compliance with accessible information standards (particularly that of independent healthcare providers) and the ability to contact staff at the Integrated Care Board. It was advised that the matters would be looked into, and a response would be provided.

18. Outcomes and recommendations arising from previous meetings

The chairman presented the report which provided an overview of the progress against outcomes and recommendations from previous meetings. An update was sought with regards to the request of the committee in June 2023 to receive a further breakdown of data from the 111 Service regarding abandoned calls. It was agreed that this would be followed up.

An update was sought with regards to the request of the committee in June 2023 to receive an organisational structure overview of the leadership of the whole healthcare system on the Island. It was advised that the structure was under review and the committee would be advised when appointments were confirmed.

The chairman provided a verbal update on the informal briefing that took place on 25 July 2023 to discuss the health and social care budget and advised that a further update would be added to the committees workplan for its meeting in December 2023.

An update was sought regarding the issue raised at the previous meeting regarding clinical waste collections.

RESOLVED:

THAT the report and updates be noted.

19. Adult Social Care Complaints Report

Consideration was given to the annual adult social care statutory complaints report for 2022-23. The Nominated Complaints Officer was thanked for the comprehensive report. Comments were made regarding the development of a single point of access for users to make complaints covering the whole health and care system. Questions were raised in relation to the trends, themes, and complexity of complaints. The committee sought assurance that the ways in which people make complaints would remain fully accessible, and that the lessons being learnt were leading to service improvements.

Following discussion, it was:

RESOLVED:

THAT the sensitive and considerate manner in which Adult Social Care handles complaints be recognised, appreciated, and supported; and the committee endorses the continued use of accessible ways for individuals to make complaints, by post and telephone (in addition to digital communications).

20. **Update on Dentistry**

Consideration was given to the report from the Integrated Care Board on dentistry, and the committee noted the Healthwatch Isle of Wight intelligence report which provided patient experience feedback on dental services. The committee sought a timeline of short and long-term milestones in order for progress to be monitored against realistic targets, and it was agreed that this would be presented to the committee at its next meeting in December 2023.

Concerns were raised in relation to access to dental services, particularly the increased waiting times for urgent appointments and those registered with an NHS dentist. Clarity was sought with regards to why Southampton and Portsmouth had been allocated additional dentistry units, but Isle of Wight had no additional allocation. It was advised that commissioners would work with health partners to identify the most vulnerable, and discussion took place regarding the proposed dental bus which would visit areas of most need. The committee were assured that the improvement of dentistry on the Isle of Wight was a high priority for the Integrated Care Board. Consideration was given to referring the matter to the Health and Wellbeing Board, and to setting up a task and finish group. It was agreed that the committee would meet with key stakeholders in the first instance to determine the next steps.

Following discussion, it was:

RESOLVED:

THAT the committee meet with key stakeholders in the first instance to determine the best way forward to effectively scrutinise the improvement of dentistry on the Isle of Wight.

21. **Update on Patient Transport**

Consideration was given to the report from the Integrated Care Board and the Healthwatch Isle of Wight intelligence report on patient transport and travel. The committee received an oral presentation from a service user who shared their experiences with travelling to the mainland to access specialist services.

Concerns were expressed relating to the lack of quiet, accessible, and appropriate facilities for those travelling following serious medical treatment. Discussion took place regarding the cost of ferry travel, particularly during seasonal peaks, and the processes in place for individuals to get discounted travel. Questions were raised in relation to the cost of overnight mainland accommodation and reduced rates for patients (and those accompanying them) travelling to the mainland to receive treatment.

Following discussion, it was:

RESOLVED:

THAT the committee formally writes to all ferry companies to express its concerns (particularly regarding pricing and appropriate facilities) for those travelling to-and-from the mainland to access specialist healthcare services.

22. **Update on the Dementia Strategy**

Consideration was given to the report which outlined the progress made in delivering the Dementia Strategy 2022-25, and the committee received a verbal presentation from the Chief Executive of the Alzheimer's Café which emphasised patient experiences and feedback from users of the Memory Service, the Alzheimer's Café, and Carers IW.

Questions were raised in relation to future forecasting and how the strategy would be further reviewed, refreshed, and extended. Comments were made regarding the delivery of the strategy particularly around staffing capacity and funding. The committee were assured that there was a robust recovery plan and management system in place to address the backlog for those on the Memory Service waiting list. Discussion took place regarding the Afton Ward pilot scheme underway providing Island-based beds to support people with dementia, and it was confirmed that this was due to be completed in October 2023. A full review was being undertaken to understand the quality and impact of this pilot and it was agreed that the findings would be reported back to the committee at an appropriate time.

Following discussion, it was:

RESOLVED:

THAT the progress made in delivering the Dementia Strategy 2022-25 was welcomed, the committee were assured that the voice of the service users were being listened to, and the findings from the Afton Ward pilot scheme be reported back to the committee at an appropriate time.

At the conclusion of this item, the committee adjourned for a 5-minute comfort break.

23. **Preparing for Winter**

The committee received the report on the preparations being made by the healthcare system for the forthcoming winter period. Questions were raised in relation to the emerging increase in covid cases, and the preparations in place to manage this including the vaccination programme and public health messaging.

RESOLVED:

THAT the report and updates be received and noted.

24. **Proposals to vary, develop or consult upon service changes**

The committee received the report from the Integrated Care Board which provided an update on pharmacy services, and the ways in which individuals obtain the medication they require (through both online and community high-street pharmacies). Discussion took place regarding the couriers for repeat prescriptions and the consequences of any postal delays.

An update was sought with regards to the future of the Argyll House GP Surgery in Ryde, following notice of closure from the surgery's managers in July 2023. It was

confirmed that a new partnership was set to take over the contract and services would continue to be delivered from the site.

Questions were raised regarding the future of the Lighthouse Clinic in Newport, as the existing contract was due to end in March 2024. It was confirmed that procurement activities were underway to ensure a continuity in the dermatology service.

RESOLVED:

THAT the report and updates be received and noted.

25. **Workplan**

Consideration was given to the future workplan, and the committee and health partners were invited to identify any key issues that should be included. No comments were made at this stage.

RESOLVED:

THAT the workplan be received and noted.

26. **Members' Question Time**

Cllr Michael Lilley submitted a written question in relation to the plans in place to address elective surgery waiting times. A written response was provided (MQ 05/23).

CHAIRMAN

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Policy and Scrutiny Committee for Health & Social Care - Progress on Actions & Outcomes

Meeting Date	Agreed Action	Responsibility	Update	Actioned
Outstanding Actions				
5 June 2023	111 Service Further breakdown of data regarding abandoned calls, on whether calls are abandoned before or after they have been answered, to be provided and circulated to the committee.	Director of Ambulance Service NHS Trust	An update on the data request was sought at the 4 September 2023 meeting. Further contacted the Director of Ambulance Service for a response to the data request and awaiting a reply.	
4 September 2023 Page 11	Public Questions A question was raised on the compliance of Accessibility Standards and the ability to contact staff at the ICB. It was advised that the matters would be looked into, and a response would be provided.	Clinical Director of the Hampshire and Isle of Wight ICB	The issues have been raised and feedback will be provided at the 4 December committee meeting	
	Progress Report An update was requested on whether a permanent solution has been agreed for 5l sharp bin collections	Scrutiny Officer	Awaiting a response from Service Director on the progress with implementing a permanent solution	
	Dementia Strategy The findings from the Afton Ward pilot scheme be reported back to the committee at an appropriate time.	Director of Community, Mental Health and Learning Disabilities	Awaiting to be advised once the findings from the pilot scheme are ready to be reported	
Actions Completed (Since Last Meeting)				

4 September 2023	Patient Transport The committee formally writes to all ferry companies to express its concerns (particularly regarding pricing and appropriate facilities) for those travelling to-and-from the mainland to access specialist healthcare services.	Chairman of the committee and the Scrutiny Officer	A letter has been sent to the three ferry company CEOs. Responses have been received and circulated to committee members.	Nov-23



Purpose: For Information

Agenda Item Introduction

Committee	POLICY AND SCRUTINY COMMITTEE FOR HEALTH AND SOCIAL CARE
Date	4 DECEMBER 2023
Topic	MENTAL WEALTH

1. Background

- 1.1 Mental health includes emotional, psychological, and social wellbeing, affecting our thoughts, feelings, and behaviours. Using the term Mental Wealth allows the focus to be on positive strategies and the things that we learn about ourselves to help us maintain our mental wellbeing.
- 1.2 The chairman of the Policy and Scrutiny Committee for Health and Social Care has been visiting various Island-based mental wealth projects and services during October and November 2023, alongside Joanna Smith from IW Healthwatch.

2. Focus for Scrutiny

- What positive impacts do local groups provide to residents of the Isle of Wight?
- What improvements could be made to support in raising the profile of these local groups?
- How are details of these local groups communicated so that Island residents know what services are available to them?

3. Approach

- 3.1 To hear evidence of lived experience that self-help groups such as Men-Only IW not only work, but save lives and are a vital part of prevention on the Island.
- 3.2 To advocate and celebrate such resident initiatives and make sure they have sustainable funding for future generations that need such support.

Contact Point: Melanie White, Statutory Scrutiny Officer,
(01983) 821000 ext 8876, e-mail melanie.white@iow.gov.uk

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Purpose: For Information

Agenda Item Introduction

Committee	POLICY AND SCRUTINY COMMITTEE FOR HEALTH AND SOCIAL CARE
Date	4 DECEMBER 2023
Topic	PROJECT FUSION UPDATE

1. Background

- 1.1 Southern Health NHS Foundation Trust (Southern), Solent NHS Trust (Solent), Isle of Wight NHS Trust (IoW) and Sussex Partnership NHS Foundation Trust (Sussex Partnership) provide NHS community, mental health and learning disability services for the Hampshire and Isle of Wight population. The intention is to work together to establish a new, single community and mental health provider, while, at the same time, accelerating collaboration and transformation, led by our clinical experts, to reduce the significant pressures in our system.
- 1.2 The new organisation will be an NHS Foundation Trust and will provide community, mental health and learning disability services across the whole ICS, as well as specialist services to a larger regional and national population. The target date for the establishment of the new organisation is 1 April 2024.

2. Focus for Scrutiny

- Is the creation of the new organisation on track to be completed by 1 April 2024?
- What is being done to ensure maximum communication with Island residents ahead of April 2024?
- How can the committee support partners, in the lead up to the establishment of the new organisation?

3. Document(s) Attached

- 3.1 Appendix 1 – Project Fusion Update
- 3.2 Appendix 2 – Project Fusion Plan

Contact Point: Melanie White, Statutory Scrutiny Officer,
(01983) 821000 ext 8876, e-mail melanie.white@iow.gov.uk

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POLICY AND SCRUTINY COMMITTEE FOR HEALTH AND SOCIAL CARE**4 DECEMBER 2023****Project Fusion Update**

Project Fusion is the name for the programme taking place to create a new, combined NHS Foundation Trust to deliver community, mental health and learning disability services across Hampshire and the Isle of Wight.

Bringing services into a single organisation will result in more consistent care with reduced unwarranted variation, more equitable access to services irrespective of postcode, and a more sustainable workforce and services. The new organisation will be large, but will operate locally to ensure services can best meet the needs of different communities.

The new Trust will be comprised of all the services currently provided by Solent NHS Trust and Southern Health NHS Foundation Trust, the community, mental health and learning disability services provided by Isle of Wight NHS Trust and child and adolescent mental health services delivered in parts of Hampshire by Sussex Partnership NHS Foundation Trust. The aim is for the new Trust to be formed by April 2024.

A considerable amount of progress has been made since this item was last considered by the Isle of Wight Policy and Scrutiny Committee for Health and Adult Social Care, including:

- Approval by NHS England of the strategic outline case for change
- The appointments of Ron Shields as Chief Executive and Lynne Hunt as Chair for the new organisation, following comprehensive processes overseen by the Integrated Care Board.
- The appointment of designate Non-Executive Directors from the current organisations to take up roles on the Board of the new Trust, including Sara Weech, who is currently a Non-Executive Director in the Isle of Wight NHS Trust.
- Ongoing collaborative working across all clinical teams to identify best practice and opportunities to develop and improve services in the new organisation.
- Detailed and ongoing integration planning to prepare for the organisations to come together.
- Engagement with communities, users, staff and partners to seek views about key elements of the new Trust (including vision, values, strategic objectives, clinical strategy, operating model and naming options).
- The name of the new Trust has been developed and approved by NHS England following extensive engagement. The new organisation will be called: **Hampshire and Isle of Wight Healthcare NHS Foundation Trust.**

- A comprehensive Full Business Case has been approved by Boards of each provider Trust involved at a joint meeting on 13 November 2023, and will now be shared with NHS England for review. The Full Business Case describes in detail the case for change, benefits, and the work required to bring the Trusts together. A summary of this document is enclosed with this paper.

The executive director structure for the new Trust is also being developed and the aim is to have appointed designate executive directors for the new organisation during the weeks ahead. A clinical strategy setting out the key principles that will underpin the way services operate in the new Trust is also in development, following engagement with a wide range of clinicians and stakeholders.

Communications and engagement with patients, carers, staff, communities, and partners is ongoing and will continue to April 2024 and beyond. A standalone website and animation have been developed to help communicate the rationale and benefits of this work.

For further information about Project Fusion please visit www.fusion.hiow.nhs.uk



Our Plan

Summary of our plan to bring together
NHS Community, Mental Health
and Learning Disability Services
in Hampshire and Isle of Wight

Introduction

NHS community, mental health and learning disability services for people in Hampshire and Isle of Wight are currently provided by four organisations: Southern Health NHS Foundation Trust, Solent NHS Trust, Isle of Wight NHS Trust and Sussex Partnership NHS Foundation Trust.

We have developed a 'Full Business Case' – a detailed proposal for formal approval – to bring all of the community, mental health and learning disability services for Hampshire and Isle of Wight together into one organisation from 1 April 2024.

We are confident that this change will make things simpler, easier and better for people who use our services. It will also be better for the staff who provide those services and help us work better with partner organisations.

Our plans will improve access to services, improve patient experience and outcomes and lead to more opportunities for staff. Reducing the number of separate organisations involved in providing care for local people will also reduce duplication. This will save money that we can reinvest in services.

We are ambitious about the future and about what we can achieve by working together, building on the strengths of each of our existing organisations. Our plans have been developed with considerable input from staff, patient groups and partner organisations. A key priority is to deepen our collaboration with people who use our services and with our partners to improve the health and wellbeing of the communities we serve.

The new Trust will be called Hampshire and Isle of Wight Healthcare NHS Foundation Trust and will provide community, mental health and learning disability services to adults and children across all areas of Hampshire, Portsmouth, Southampton and Isle of Wight. The Trust will have an annual budget of approximately £800m and employ 12,500 people.

This document summarises the proposals. It describes why change is needed, what we want to achieve, and what happens next.



Southern Health
NHS Foundation Trust



Solent
NHS Trust



Isle of Wight
NHS Trust



Sussex Partnership
NHS Foundation Trust

Which services are involved in this change?

Southern Health NHS Foundation Trust and Solent NHS Trust provide a wide range of NHS physical health, mental health and learning disability services to people in Hampshire and the Isle of Wight. Southern Health also provides highly specialist services, such as forensic mental health services, for people living beyond Hampshire and the Isle of Wight. All of the services provided by Southern Health and Solent will come together into the new Trust.

Isle of Wight NHS Trust currently provides hospital, ambulance, community, mental health and learning disability services for the Isle of Wight. Our plans propose that Isle of Wight NHS Trust will continue to provide hospital and ambulance services for Isle of Wight residents, working closely with Portsmouth Hospitals University NHS Trust. The community, mental health and learning disability services delivered by Isle of Wight NHS Trust will come together with those of Southern Health and Solent in the new Trust on 1 April 2024.

Sussex Partnership NHS Foundation Trust provides mental health services for children and young people (known as CAMHS) in Hampshire. These services will transfer to the new Trust. Sussex Partnership will continue to provide a comprehensive range of mental health services for adults and children in the Sussex area.

The proposals mean that Hampshire and Isle of Wight Healthcare NHS Foundation Trust will provide community, mental health and learning disability services for adults and children across all areas of Hampshire and Isle of Wight. It will provide an extensive range of services to support people’s physical and mental wellbeing, delivering them – as now - in people’s homes, in schools, GP surgeries, health clinics and care homes, as well as in community hospitals and specialist hospitals across Hampshire and Isle of Wight.

The range of services provided includes:

Adult mental health services including	<ul style="list-style-type: none"> • Adult and older people’s inpatient wards and Places of safety. • Community and Crisis Support Teams, Crisis house and crisis alternatives. • Low and medium secure services for adults including a learning disability unit. • Eating disorders, early intervention in psychosis, gambling and stalking support. • NHS talking therapies Acute hospital psychiatric liaison and mental health NHS 111.
Services for children and families including	<ul style="list-style-type: none"> • Child and adolescent mental health services, including low/medium secure inpatients. • Health visiting, School nursing, Child Health services and immunisations. • Children’s paediatrics, therapies and continuing care. • Perinatal and maternal mental health services. • Safeguarding and looked after children.
Physical health services including	<ul style="list-style-type: none"> • Community nursing, therapies and palliative care. • Community hospitals, urgent treatment centres, urgent response and virtual wards. • Outpatients, community diagnostic hubs & phlebotomy. • Musculo-skeletal, podiatry and pain management services. • Specialist teams e.g. tissue viability; bladder and bowel; falls; diabetes, neuro-rehab. • Sexual health, specialist dental and wheelchair services.
Primary Care	<ul style="list-style-type: none"> • Provision of some general practice services.
Learning disability	<ul style="list-style-type: none"> • Community learning disability services for children, young people and adults.

As well as delivering care and treatment, these services play an important role in preventing ill health and addressing health inequalities, working in partnership with GPs, hospitals, local authorities, other health and care organisations and the voluntary sector.

Why is change needed?

The staff providing community, mental health and learning disability services work hard to give the best possible care for patients. However, and despite best efforts, having four separate organisations means that the way services are organised has become fragmented and more complicated than it needs to be - for people using services, for staff and for our health and care partners. It means that services are not as joined up as people need.

In addition, services are struggling to meet increases in demand and as a result it is difficult for some people to access care when they need it. Services have been funded at different levels in different areas, and this has led to differences in the services provided, in people's experiences of those services and in outcomes depending on where people live. Bringing services together into one organisation will help to resolve these challenges so that people can consistently access the services they need irrespective of where they live.

Under the current arrangements all four Trusts also experience difficulties recruiting and retaining staff, with workforce shortages particularly high in mental health services. Whilst this is the position in many parts of the NHS, having separate organisations means the four Trusts compete for experienced staff in a small pool and the process for staff to move between Trusts is complex. This reduces opportunities and flexibility for staff.

Money is important too. With limited NHS resources we need to look for every opportunity to be as efficient as possible, and to direct as much funding as possible into frontline services.

The leaders of Southern Health, Solent, Isle of Wight NHS Trust and Sussex Partnership have been working together, and with staff, patient groups and partners over the last 18 months to determine how to respond to the challenges we face, and to develop plans for the future. The work we have been doing together is called 'Project Fusion'.

Bringing services together into one Trust is the best way to make sure that we meet the needs of people and communities for the future.



What do we want to achieve and how will we do it?

Our emerging vision and values

Our emerging vision is that together we deliver outstanding care that supports people to live their best and healthiest lives.

Our overarching ambition is to provide consistently high quality, safe and effective mental health, learning disability and community services to all people across Hampshire and Isle of Wight. The way we deliver this ambition will be characterised by working in partnership: partnership with people who use our services, with our communities, with our staff and with our NHS, local government and third sector partners.

The culture and values of the new Trust are being designed with staff, patient groups and partners. Our intent is to create a culture which is compassionate and empowering, anchored in having respect and creates unity and promotes innovation. Based on the feedback from staff, patient groups and partners, the following values for the new organisation have been developed:

- **People first** - We are kind, caring and compassionate.
- **Accountable** - We are open, we act with integrity and take responsibility.
- **Respectful** - We are inclusive and treat people as they want to be treated.
- **Creative** - We empower and innovate to continually improve.
- **Working together** - We work in partnership with our patients, staff and communities.

These values are still in development and may change before being finalised.

Our clinical strategy

A clinical strategy has been developed to guide how the new Trust will develop and improve services, working in partnership at a local level to meet the needs of each different community, and harnessing the benefits of working at scale to share best practice and ensure that the highest standards and outcomes are met consistently across the whole area.

The clinical strategy is underpinned by the following principles:

- We will embed a culture and practice of continuous improvement, innovation and research to deliver high quality care.
- All decisions about care and treatment will benefit from both lived and learned experience. The term 'lived experience' describes people whose expertise is derived primarily through the lens of living with a condition or accessing any of the Trusts' services, including as a family member or unpaid carer. Lived experience is sometimes contrasted with 'learned experience', which is where a person's expertise around a condition or service provision is learned through training and workplace experience.
- We will work with our health and care system partners, supporting people of all ages and helping people to stay physically and mentally healthy, with a greater emphasis on preventing ill-health.
- We will work alongside communities, collaborating effectively to wrap services around the needs of individuals and measure ourselves according to outcomes that matter.
- We will ensure that there is effective clinical and professional leadership, underpinned by a workforce equipped to deliver high quality care.

What do we want to achieve and how will we do it?

Our strategic aims

Our strategic aims describe where we are aiming to get to over the next five years, across four themes: Our care, Our communities, Our people and Our resources.

Theme	Our strategic aim: What we are seeking to achieve
Our care	People who use our services consistently experience the best possible care and are supported to achieve their best possible health and wellbeing outcomes.
Our communities	Every community we serve has access to the community and mental health care they need, at the right time and in the right setting, leading to reduced health inequalities and improved population health.
Our people	People working in the Trust feel empowered, valued, respected, engaged, safe and healthy, and are supported to do a great job by compassionate, inclusive and accountable leaders.
Our resources	All of the Trust's resources are used effectively and innovatively to deliver services that are financially, environmentally and socially sustainable.



What are the benefits of bringing services together?

Bringing all community, mental health and learning disability services together into a single, new Trust will enable us to deliver benefits for patients and communities, for staff and for the health and care system in Hampshire and Isle of Wight.

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Benefit	How this will be delivered
Improved patient experience, patient safety and patient outcomes	<ul style="list-style-type: none"> • Simplifying care pathways and reducing the number of barriers and boundaries between services. • Improving access to services, sharing resources more easily across Hampshire and Isle of Wight. • Supporting more people, more effectively, at home and in the community, with capacity better aligned to need and services tailored to specific local requirements. • Ensuring the voice of those with lived experience of services is valued in every clinical interaction and in the design and delivery of services. • By resolving unwarranted variation in practice and outcomes, so that patients receive the highest possible standards of care wherever they live.
Improved staff satisfaction and morale	<ul style="list-style-type: none"> • Improved opportunities for development and career progression for staff as a result of the larger scale of the Trust. • A single approach to develop innovative new roles and to tackle recruitment and retention challenges, leading to fewer vacancies in our services. • Building on the best of the existing ways of working in each of the four Trusts to ensure all staff feel engaged, supported and valued. • Reducing the pressure on small, specialist teams, creating a more resilient workforce and opportunities to develop and share best practice.
Transforming care for the benefit of the wider Hampshire and Isle of Wight health and care system	<ul style="list-style-type: none"> • Ensuring the right capacity is available in the right place, aligned to need, for community and mental health services in Hampshire and Isle of Wight • Aligning planning and delivery with system partners locally and across the Integrated Care System, making it easier for primary care, social care, hospitals and third sector partners to work with us and our services to deliver integrated care. • Enabling the transformation of models of care to support more people at home and in the community: reducing complexity, shifting focus to prevention, earlier intervention and population health management. • Being a strong and consistent voice for community, mental health and learning disability services across Hampshire and Isle of Wight, overcoming historical organisational boundaries to work more seamlessly with partners locally and at system level to achieve our shared ambitions for health and care.
Financial benefits	<ul style="list-style-type: none"> • Creating a new Trust will also reduce duplication and create some economies of scale. This will enable reinvestment to align capacity and need, as well as enabling some savings for the NHS.

Supporting service and organisational change

Delivering improvements to clinical services

Clinical and operational leaders are already working together to plan and begin implementation of improvements to services to ensure they are clinically and operationally sustainable and deliver equitable outcomes informed by population need. Ten priority areas are the initial focus, to address some of the most significant challenges. These are:

Mental health and learning disabilities service priorities

- Children and young people’s mental health services.
- Neurodivergent pathways.
- Older people’s mental health services.
- Adult mental health acute and crisis services.
- Community mental health framework (‘no wrong door’ programme).

Community services priorities

- Community rapid response services.
- Community hospitals and community inpatient rehabilitation.
- Community frailty.
- Community health specialist services and long-term conditions.
- Supporting the sustainability and integration of primary care.

Creating a new Trust

When NHS organisations and services come together as we are planning in Hampshire and Isle of Wight, the easiest and most cost-effective way to do this is for one organisation to remain in place and for the services from the other organisations to join it. Where there is a Foundation Trust involved, it is the organisation that remains in place and the coming together of services is transacted as an acquisition by the Foundation Trust.

In our case, as Southern Health is already a Foundation Trust, all services and staff from Solent NHS Trust, and the relevant community, mental health and learning disability services and staff from Isle of Wight Trust and Sussex Partnership will transfer to Southern Health.

All four Trusts are committed to ensuring that services - and the teams that provide them - come together in a way that looks, feels and behaves as a new organisation. As described in this document, the new Trust will have a new name, vision, values, strategy and constitution to reflect the new ambitions and broader geography served by the enlarged Trust.



Supporting our people

Attracting, recruiting, and retaining high quality, engaged staff is key to the successful delivery of the clinical strategy and improved outcomes for patients and families. The new Trust aspires to be the employer of choice for those with a desire to work in mental health, learning disabilities and community services. A new people strategy is being prepared that will create a compelling development offer for staff and a colleague experience that recognises and values the contribution all staff make in providing services to patients.

The people strategy will place staff involvement and continuous engagement at its core and will ensure the voice of a broad range of staff and stakeholders is heard and reflected.

Management structure

The operational management structure within the Trust will be organised so that services and pathways can be designed around the needs of local populations, working collaboratively to maximise care closer to home, whilst also adopting best practice, driving out inequalities and ensuring consistent high-quality outcomes across Hampshire and Isle of Wight.

Often this will mean services are organised around local geographies, with others better organised at the scale of Hampshire and Isle of Wight. There will be a single set of corporate services for the new Trust, supporting clinical services to deliver excellent care.

On 1 April 2024, when the Trust is established, its new Board and senior leadership team will be in place. Other changes, including to the way services are organised, will be designed, discussed and introduced in a phased way during 2024/25. The new Trust aims to retain the expertise and leadership talent in the existing Trusts, and there will not be any compulsory redundancies arising from the creation of the new organisation.

Digital technology and innovation

Digital technology and innovation offer the opportunity to transform and modernise the way services are delivered, as has been the case in many other aspects of our lives. A digital strategy for the new Trust is being developed which will enable services to be improved, for example using telehealth to support out of hospital care and patient monitoring, and the adoption of a common Patient Portal to improve patient access to service information.

The Trusts currently use different electronic patient record systems, and will continue to do so in the short-term. A decision on the best long-term solution for the new Trust will be made within the first year, following an appraisal of the available options. Technical solutions will be used in the intervening period to ensure that clinicians across the new Trust have access to the patient information they need to provide the best care.



Estate and facilities

The new Trust will own and operate from a large number of community sites and facilities, including community hospitals and campuses across Hampshire and Isle of Wight. The estate strategy for the new Trust focusses on creating an efficient and connected network of locations to support the delivery of patient services.

Involving patients, carers and families

The best way to improve our services is to listen to the people who use them. We know that over the coming years the number of people using our services will increase, so it is vital that we hear the views of everyone using our services. All of the organisations involved are engaging with people who use services, carers and communities about Project Fusion, and a working group made up of community partners and colleagues from the local Healthwatch organisations guides and oversees our engagement. The engagement is ongoing and we are keen to hear from people or groups that we may not yet have reached.

To get involved, or learn more you can contact us on project@fusion.hiow.nhs.uk or visit www.fusion.hiow.nhs.uk.



What happens next?

The four Trusts, with Hampshire and Isle of Wight Integrated Care Board, are engaged in a review and approvals process with NHS England. We are working towards 1 April 2024 as the date that the new Trust will be established.

Key dates are:

November 2023

- Trust Boards approve the business case documentation for submission to NHS England.

December 2023 – February 2024:

- NHS England Full Business Case review.
- TUPE consultation.
- Continued integration planning.
- Continued communication and engagement.

March 2024

- Formal agreements to establish the new Trust.

April 2024

- New Trust formed.
- Integration of services begins.
- Benefits delivery begins.

To get involved, or learn more you can contact us on project@fusion.hiow.nhs.uk or visit www.fusion.hiow.nhs.uk





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mental health
and learning
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Purpose: For Information

Agenda Item Introduction

Committee	POLICY AND SCRUTINY COMMITTEE FOR HEALTH AND SOCIAL CARE
Date	4 DECEMBER 2023
Topic	WINTER PLAN IMPLEMENTATION

1. Background

- 1.1 The committee hear regularly throughout the year about the pressures being faced across the health and care system.
- 1.2 The committee will monitor the implementation of the winter plan.

2. Focus for Scrutiny

- What pressures are shaping up to be the biggest challenges over the 2023-24 winter period?
- How have major incidents been factored into the winter plan to ensure that vulnerable residents receive the care they need (for example, flooding, ice, or snow)?

3. Approach

- 3.1 To receive an update from the Isle of Wight Executive Delivery Group.

Contact Point: Melanie White, Statutory Scrutiny Officer,
(01983) 821000 ext 8876, e-mail melanie.white@iow.gov.uk

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Purpose: For Information

Scrutiny Committee Report

Committee	POLICY AND SCRUTINY COMMITTEE FOR HEALTH AND SOCIAL CARE
Date	4 DECEMBER 2023
Title	WINTER PLAN
Report of	ISLE OF WIGHT DEPUTY PLACE DIRECTOR, HAMPSHIRE AND ISLE OF WIGHT INTEGRATED CARE BOAD

EXECUTIVE SUMMARY

1. The Policy and Scrutiny Committee for Health and Social Care is asked **to note** the content of this paper in relation to System Winter Planning.

RECOMMENDATION

- | |
|---|
| 2. This paper is for the Scrutiny Committee to note and discuss as necessary. |
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BACKGROUND

3. The Hampshire and Isle of Wight System (HIOW) has been under increasing pressure over the past decade. Over this period the headline measure of urgent & emergency care (UEC) performance, the A&E four-hour standard, has been deteriorating as activity has increased and hospital inpatient capacity has decreased or grown in an unplanned and unsustainable way at best.
4. Multiple and varied access points, inconsistent pathways - especially in and out of hours - and a lack of alternatives outside of the UEC pathway are impacting on patient behaviour and experience, whilst continued workforce and bed capacity challenges impact on services ability to deliver. As other elements of the urgent care system have changed in response to evolving clinical best practice e.g., Same Day Emergency Care or Think 111 First, the emergency department has remained as the one part of the system that the public recognise as always 'having the lights on'. In addition, pressures in our wider community, including those seen in social care, some exacerbated through the Covid pandemic, display at the back door, challenging discharge from acute settings and therefore demand.
5. In recent years there has been an increasing focus towards an integrated approach to Winter planning. This is in recognition that seasonal pressure is multi-faceted and requires a whole-System response and therefore planning and assurance cannot operate in isolation.

6. The pressures of the ongoing response to demand as well as challenging circumstances winter 23/24 could bring, requires a robust Winter Planning process with several specific aims:
 - To ensure that planning for the winter period is completed at all levels in good time, to ensure patient safety and quality of care is not compromised.
 - To ensure plans are integrated at a Local System level and that pressure and risk is spread across the System where possible, and not just focussed on one section of the care pathway.
 - To ensure that plans are robust and considered the “business-as-usual” seasonal pressures alongside emerging challenges and effectively balance these together.
 - The plan recognises pre-existing streams of planning / improvement activity, including the Elective and Urgent & Emergency Care Recovery Planning.
 - While winter pressure is predominantly most challenging in acute settings, and it is right that Urgent Care should lead the work, the Hampshire and IOW Winter Plan will cover the whole Care pathway within each Acute System & Provider Collaborative.
7. The Isle of Wight health and care system partners are all committed to continue to deliver safe, high-quality services for patients and the whole population at all times, including, but not limited to, ensuring patients are seen in the right place and right time, maintaining privacy and dignity at all times, ensuring care closer to home where possible and effective management of infection control.

Winter Plan

8. The winter planning document outlines the approach the Isle of Wight Local Delivery System (LDS) will undertake for managing Winter 2023/24 (covering period; November 2023 – March 2024 post Easter).
9. It is designed to ensure:
 - there are robust surge and system resilience arrangements in place seven days a week across the Isle of Wight; coordinated by a dedicated ‘Winter Team’ to manage any risks associated with overcrowding in the emergency department, ambulance handover delays and associated impact on the wider community and workforce challenges.
 - there is a single system escalation process in place where we are explicit with expectations for each organisation, particularly in periods of heightened escalation.
 - it builds on lessons identified from COVID through the ‘high impact changes’, previous winters and times of heightened system pressure.
 - The plan is a live document and will continue to develop throughout the early winter period as further information and guidance is received.
10. The Isle of Wight NHS Trust has run a two week long Rapid Improvement Event in November 2023 to pilot changes in internal process and to improve internal operating conditions as we head into the winter period. The learning from this is ongoing.
11. Plans are in place to utilise additional NHS winter funding should it be made available, worked up with all system partners involvement and prioritised according to anticipated impact and likely ability to implement at short notice.

12. The key Winter 'Campaigns' to support Seasonal Surges include;

- **Home for Christmas** A recalibration plan to achieve much reduced bed occupancy by Christmas Eve. With involvement from all key system stakeholders, the campaign will commence from Monday 18th December 2023.
- **Christmas & New Year Operating Plan** A collaborative set of actions designed to stabilise the System prior to the first week of January 2024. Maintaining bed occupancy trajectory of 92% and achieving optimal waiting times. During this week overall numbers of attendances are forecasted to be in the upper range of normal, with a spike in demand for ED, Out of Hours and 111 on the days following Christmas Day.
- **January Reset Operating Plan** January is predicted to be the most challenged period of demand surge. The System is preparing for increased pressure and the potential for System Partners to be declaring the highest escalation levels. There will be an additional set of surge actions to mitigate any potential risk to System deterioration.

Contact Point: Natasha Taplin, Deputy Place Director, Hampshire and Isle of Wight
Integrated Care Board
e-mail: Natasha.Taplin@nhs.net

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Purpose: For Information

Agenda Item Introduction

Committee	POLICY AND SCRUTINY COMMITTEE FOR HEALTH AND SOCIAL CARE
Date	4 DECEMBER 2023
Topic	DENTISTRY UPDATE

1. Background

- 1.1 Island residents continue to struggle to access dental services, and the existing health inequalities which already exist on the Island. The proportion of our population accessing dentistry services across the Isle of Wight is slightly lower than other parts of Hampshire.
- 1.2 The committee continue to monitor the progress of improving dentistry services on the Island.

2. Focus for Scrutiny

- What is the current situation in regard to improving dentistry services on the Island?
- How can the committee support health partners in communicating with residents regarding dentistry?

3. Document(s) Attached

- 3.1 Appendix 1 – Dentistry Update

Contact Point: Melanie White, Statutory Scrutiny Officer,
(01983) 821000 ext 8876, e-mail melanie.white@iow.gov.uk

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Scrutiny Committee Report

Committee	POLICY AND SCRUTINY COMMITTEE FOR HEALTH AND SOCIAL CARE
Date	4 DECEMBER 2023
Title	DENTISTRY BRIEFING
Report of	ISLE OF WIGHT DEPUTY PLACE DIRECTOR, HAMPSHIRE AND ISLE OF WIGHT INTEGRATED CARE BOAD

EXECUTIVE SUMMARY

1. This paper provides a briefing to the Policy and Scrutiny Committee for Health and Social Care to note on the progress being made in improving access to dental services for Isle of Wight residents.

RECOMMENDATION

- | |
|---|
| 2. This paper is for the Scrutiny Committee to note and discuss as necessary. |
|---|

BACKGROUND

3. As previously raised by the Committee, the provision of NHS dentistry on the Isle of Wight does not meet the need of our residents. Concerns are regularly raised to the Integrated Care Board (ICB) and to Healthwatch, and improving access is considered a key priority.
4. Hampshire and Isle of Wight ICB is responsible for commissioning primary care dentistry according to the needs of the local population since responsibility was delegated from NHS England in July 2022.
5. The HIoW ICB priorities for dental commissioning are as follows:
 - Mandatory Dental Services (MDS) – General Dental Services (GDS)
 - Dental Electronic Referral System (DERS) – allows dentists to refer to tier 2 and 3 services
 - Community Dental Services (Special Care Dentistry)
 - Specialist Services:
 - Restorative Dentistry (Endodontics, Prosthodontics, Periodontal treatment).
 - Unscheduled Care (Urgent)
 - Orthodontics
 - Oral Surgery
 - Sedation

6. The Healthcare Public Health Team reviewed the commissioned GDS and compared it with the dental need in HloW. They proposed the following considerations for future commissioning:
- Commissioned activity (UDA's per head of population) should ideally be highest in the most deprived areas and lowest in the least deprived areas.
 - Additional funding should be given to where additional recurrent activity is most likely to be achieved
 - The Isle of Wight has the highest commissioned activity across HloW but evidence suggests dental access issues here are the most pronounced – this issue requires system working, involving all parties, and goes beyond simply commissioning additional activity.
 - In the longer term, review activity requirements across the lesser deprived areas of Hampshire and the Isle of Wight.
 - Other models of delivery may need to be considered outside of traditional GDS contracts.
 - An integrated approach to reviewing complex issues of recruitment and retention, and other possible methods of delivery, is recommended.
 - A system-wide focus on wider oral health improvement beyond issues of dental access is also recommended.

ACTIONS

7. Three actions have been agreed in the first instance which will specifically impact the Isle of Wight population:
- Dental Bus – a dental service based in a mobile vehicle successfully used elsewhere on the mainland will come to the Isle of Wight to offer treatment. The treatment will be on a prioritised needs assessment basis and will start to address inequalities. Anticipated January 2024 start date with locations to be confirmed. This is subject to final procurement and contract advice.
 - IOW stabilisation pilot – A two-year funded pilot to increase the rate of Units of Dental Activity (UDAs) paid to existing or new practices to address the recognised additional costs of providing services to our Isle of Wight residents. This remains with NHS England to approve at present but we are hopeful that this will start in quarter 4 of 23/24.
 - Additional Capacity – 15,000 additional funded Units of Dental Activity (UDAs) provided to existing or new Isle of Wight Dental practices to increase capacity on the Island. This capacity is contracted and has been offered to residents.
8. There remains much more to do but after a significant period of a lack of an Isle of Wight response to concerns we are now beginning to see improvement actions following devolution of dental commissioning to a more local level.

9. Additionally, the ICB has a draft dental strategy currently in circulation to partners for comment which describes how we intend to plan, commission and deliver dental services in the future. Advisory workshops are being held across November and final feedback will be incorporated during December 2023.

Contact Point: Natasha Taplin, Deputy Place Director, Hampshire and Isle of Wight Integrated Care Board

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Policy and Scrutiny Committee for Health & Social Care - Workplan 2022/25

The committee assists Cabinet in the development and implementation of key plans, policies and activities set out in the Corporate Plan relating to the delivery of relevant services, including:

Adult social care (including safeguarding)	All health services commissioned or delivered for the benefit of island residents	Health and Wellbeing Board, the delivery of the Health and Wellbeing Strategy and Joint Strategic Needs Assessment
Health and social care Integration	Future local delivery model and strategic commissioning	
Public health		

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Date	Agenda Items	Description & Background	Lead Officer/Cabinet Member
4 December 2023	Mental Wealth	The committee to hear the lived experience from people, whether a provider, patient, service user, voluntary sector organisation or member of staff.	Chairman of the committee
	Project Fusion	To review the progress of implementation ahead of go live in April 2024	Isle of Wight NHS Trust
	Winter Plan Implementation	To monitor how the implementation of the winter plan is under way by hearing from the Isle of Wight Executive Delivery Group.	ASC, ICB & NHS Trust
	Dentistry	To monitor the progress of improving dentistry services on the Island.	ICB
29 January 2024 - INFORMAL	Health and Social Care Budget	To monitor the impact of funding of Adult Social Care and Health across IWC and NHS and how budgets/services interact and impact on each other.	ASC, ICB and NHS Trust Representatives

Agenda Item 10

4 March 2024	GP Surgeries	The committee to hear the lived experience from people, whether a provider, patient, service user, voluntary sector organisation or member of staff.	Chairman of the committee
	Adult Safeguarding Board Annual Report	To consider the annual report of the Adult Safeguarding Board	Chairman of the Board/ Board Manager
	Patient Participation Groups and Place Plans	To review the evolution of PPG's since the pandemic and how they can link into Place Plans.	ICB
	Recruitment & Retention in Health and Social Care	To review the progress made in the last year regarding recruitment and retention following formation of the system workforce board	Director of Adult Social Care and Housing Needs
	CQC Inspection Framework	To consider the national picture of the new CQC inspection framework	Director of Adult Social Care and Housing Needs
June 2024	Wightcare Business Model	To review the implementation of the two-year cost recovery model.	Director of Adult Social Care and Housing Needs
	Proposals to vary, develop or consult upon service changes	To be advised of any proposals relating to health and social care services affecting Island residents and progress on those previously notified.	TBC
	CQC Inspection Reports	To consider any CQC reports in relation the operation of any health trust, Primary Care or council adult social care facility	TBC
September 2024	Adult social care annual complaints report	To consider the statutory annual complaints report relating to adult social care	ASC Complaints and Investigation Officer
	Project Fusion	To monitor the progress of implementation following go live in April 2024	Isle of Wight NHS Trust
	Proposals to vary, develop or consult upon service changes	To be advised of any proposals relating to health and social care services affecting Island residents and progress on those previously notified.	TBC
	CQC Inspection Reports	To consider any CQC reports in relation the operation of any health trust, Primary Care or council adult social care facility	TBC
December 2024	Adult Safeguarding	To consider the annual report of the Adult Safeguarding Board	Chairman of the Board/ Board Manager

	Proposals to vary, develop or consult upon service changes	To be advised of any proposals relating to health and social care services affecting Island residents and progress on those previously notified.	TBC
	CQC Inspection Reports	To consider any CQC reports in relation the operation of any health trust, Primary Care or council adult social care facility	TBC
March 2025	Carers Strategy 2023-28	To monitor the progress and implementation of the strategy, in line with the delivery plan, two year's after approval	Director of Adult Social Care and Housing Needs
	Proposals to vary, develop or consult upon service changes	To be advised of any proposals relating to health and social care services affecting Island residents and progress on those previously notified.	TBC
	CQC Inspection Reports	To consider any CQC reports in relation the operation of any health trust, Primary Care or council adult social care facility	TBC

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