



NHS GRAMPIAN
Meeting of the Grampian Area Partnership Forum (GAPF)
Thursday 14 November 2019 at 1pm to 4pm
Conference Room, Summerfield House

Present:

- Rachael Little, Staff Side Chair/Employee Director (Co-Chair) - Chaired the meeting
- Mike Adams, UCATT
- Rhona Atkinson, Vice Chair of NHS Grampian
- Ashley Catto, HR Manager (deputy for Susan Coull)
- Adam Coldwells, Interim Director of Strategy and Deputy Chief Executive (deputy for Amanda Croft)
- Ian Cowe, Health and Safety Manager
- Dianne Drysdale, Executive Business Manager (for the Executive Business Unit)
- Rob Fairfull, GMB
- Jane Fletcher, Head of NHS Grampian Mental Health & Learning Disability Services (deputy for Gail Cook)
- Keith Grant, UNISON (deputy for Martin McKay)
- Gemma Hood, SOR
- Gerry Lawrie, Head of Workforce and Development
- Steven Lindsay, Unite
- Ruth Lyons, CSP
- Isla McGlade, Interim Associate Nurse Director MHLDS (deputy for Caroline Hiscox)
- Deirdre McIntyre, COP (VC)
- Cameron Matthew, Divisional General Manager, Acute
- Mike Ogg, Partnership Manager, Aberdeenshire Health and Social Care Partnership
- Gavin Payne, General Manager of Facilities and Estates (deputy for Paul Allen)
- Claire Power, Interim Primary Care Lead, Moray Health and Social Care Partnership
- Sandy Reid, Senior Service Manager, Aberdeen City Health and Social Care Partnership
- Cheryl Rodriguez, Head of Occupational Health and Safety
- Alan Sharp, Deputy Director of Finance (deputy for Alan Gray)
- Claire Strachan, HR Manager, Acute (deputy for Diane Annand)
- Carolyn Venters, Staff Side Health and Safety Chair
- Joan Anderson, Partnership Support Officer - Minutes

In Attendance:

Aimee Beattie, Will Wilson and Sarah Webster, Sport Aberdeen – for item 6c

	Subject	Action
1	<p>Welcome and Apologies Linda Lynch, Board Chairperson; Janet Christie, BAOT; Martin McKay, UNISON (Keith Grant deputised); Alan Gray, Director of Finance (Alan Sharp deputised); Paul Allen, Director of Facilities and eHealth (Gavin Payne deputised); Amanda Croft, Chief Executive (Co-Chair) (Adam Coldwells deputised); Caroline Hiscox, Acting NMAHP Director NHS Grampian (Isla McGlade deputised); Gail Cook, Assistant Business Manager, NHSG Mental Health & Learning Disabilities (Jane Fletcher deputised); Diane Annand, Interim HR Manager Staff Governance (Claire Strachan deputised); Alistair Grant, RCN (Carolyn Venters deputised); Susan Coull, Interim Operational Director of Workforce (Ashley Catto deputised); Jonathan Passmore, Staff Governance Committee Chair; Lesley Meldrum, Senior Corporate Communications Manager; Tracy Miller, RCM</p>	

2	<p>Minute of Last Meeting held on 17 October 2019</p> <p>The minute of the last meeting held on 17 October 2019 was approved.</p>	
3	<p>Matters Arising - none.</p>	
4	<p>Well Informed</p> <p>a. Public Holidays 2021/2022/2023 and 8 May 2020</p> <p>Rachael Little had circulated a list of proposed dates. Everyone was asked to consider the dates for approval at the next meeting. If there were any major issues with any of the dates they were asked to contact Rachael Little as soon as possible.</p> <p>Rachael Little informed the group that the move of the public holiday in May 2020 from 4 May to 8 May 2020 was about to be communicated to staff.</p> <p>Steven Lindsay reported that Unite the Union had overwhelmingly agreed at their Conference to approach employers to request an additional public holiday instead of moving a public holiday. They would be approaching the Scottish Terms and Conditions Committee (STAC) regarding this for NHS employers.</p> <p>b. Finance Update</p> <p>Alan Sharp explained the finance report was almost ready for circulation.</p> <p>October had seen much higher spend on medical locums and agency nurses. For the first time ever the spend on agency nursing had been over £1m for a single month. Spend on agency locum medical staff had also been very high at £1.9m for the month. Agency costs were about twice as much as directly employed staff. If this spend continued at this level for the rest of the financial year there was a risk that NHS Grampian would not meet its financial target. Alan Gray and Alan Sharp were preparing a paper for the System Leadership Team (SLT) regarding this.</p> <p>The Scottish Government budget setting date was originally planned for 12 December 2019. As this date had also been chosen for the general election further information was awaited. It was not known at this stage what funding would be allocated for the next financial year.</p> <p>A new group was being set up to look at supplementary staffing use in NHS Grampian."</p>	<p>ALL</p>

	<p>c. Once for Scotland Workforce Policies</p> <p>Claire Strachan stated that the letter which had been circulated confirmed that phase I of the Once for Scotland Workforce Policies had been approved by the Scottish Workforce and Governance Group (SWAG).</p> <p>A soft launch had been announced from 1 November 2019 to 29 February 2020. The purpose of this was for HR and Staff Side to be prepared and prepare an implementation plan to prepare managers for the full policy launch on 1 March 2020.</p> <p>Phase II engagement events would begin in January 2020 to address the remaining PIN Policies. NHS Grampian needed to have good attendance at these events.</p> <p>Any points of clarity to be agreed between HR and Staff Side for submission nationally through the deputy HR Directors.</p> <p>The implementation plan to be taken forward by GAPF and the GAPF Policies Sub-Group.</p> <p>A timetable for communications would be developed to ensure managers were trained in the changes to policies before the launch on 1 March 2020.</p> <p>Steven Lindsay said that the Policies Sub-Group had noted that the letter to Boards regarding the soft launch had been cascaded within NHS Grampian. They had a concern that managers may get the impression they were to begin using the new policies right away and asked if GAPF would send a communication to everyone to inform them that no changes would take place to policies prior to 1 March 2020.</p> <p>d. Brexit Update</p> <p>Ashley Catto reported that the Workforce Brexit Short Life Working Group (SLWG) met at the end of October. The SLWG went through all the actions which had been done and highlighted other actions which could be taken forward. The last time a communication went to staff was 12 September 2019. No email queries had been received into the generic email address or from sectors following the nationality survey. The most recent global email had included information on Citizens Advice and a link had been placed on the intranet.</p> <p>The SLWG felt that there was no more information to send to staff until more information came nationally.</p>	<p>RL/SL/DA</p>
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	<p>e. Bed Capacity, Mental Health and Learning Disabilities (MHL D)</p> <p>Jane Fletcher updated on the information given at the last meeting regarding bed capacity in Royal Cornhill Hospital (RCH) site. Over the last 2.5 years, 20% of acute admission beds have been closed on the RCH site. Any further review of the site will therefore be focussing on other areas.</p> <p>The move from Crathes Ward to Fraser Ward had taken place on 13 November 2019. The move went well.</p> <p>The plan is to use Crathes Ward to create a fourth adult mental health ward and have six wards with 20 beds each. Current wards had 25 beds and a lot of feedback had been received from staff that this was too many for the health, safety and wellbeing of staff and patients.</p> <p>Crathes Ward required some ligature reduction work and would be ready on 4 December 2019 and a phased reopening would take place thereafter.</p> <p>A weekly meeting is taking place to plan these ward changes. Meetings have been offered to all staff affected by these moves with a nurse manager and HR. The feeling from staff was that it was a positive move to reduce beds, have fewer patients on each ward and create more physical space.</p> <p>Following this work discussions would take place on what needed to be on the RCH site and this would involve discussions with Health and Social Care Partnerships to ensure joined up working. Kay Dunn, Lead Planning Manager, had moved to MHL D to look at the sustainability and transition of services, taking forward the implementation of the recommendations in the MHLDS Strategic Review.</p>	
5	<p>Appropriately Trained and Developed</p> <p>a. Mandatory Training</p> <p>Adam Coldwells explained that work was ongoing on a Once for Scotland approach to mandatory training. Locally work was being taken forward to promote mandatory training. The whole system challenge was to free up people to be able to attend mandatory training and the group was looking at ways to support the system to do this.</p> <p>The paper, which had been circulated, had also been to System Leadership Team (SLT) who had approved the recommendations within the paper.</p>	

	<p>Isla McGlade reported that Wales had agreed to work towards national training across health and social care.</p> <p>Gerry Lawrie said that this work linked with the GAPF Learning and Development, Workforce, Organisational Development Sub-Group. The sub-group were looking at a template to be completed to request mandatory training. It was agreed that Gerry Lawrie and Adam Coldwells would discuss this further following the meeting.</p> <p>A link would also be made with the Health and Safety Expert Group who were also looking at mandatory training across NHS Grampian, especially for line managers.</p>	<p>GL/AC</p> <p>IC/AC</p>
<p>6</p>	<p>Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community</p> <p>a. Woodhill House Project Update</p> <p>Rachael Little reported that the work was ongoing and the generic email address was still available for anyone who wished the opportunity to comment.</p> <p>The date for the business case to be submitted to NHS Grampian Board had been extended from December and would possibly be February 2020.</p> <p>A number of staff consultation exercises had taken place. It was noted that IT was key to making this move work.</p> <p>Mike Adams stated that the Learning and Development (L&D) Team who had moved to Woodhill House some time ago still had outstanding issues. He was concerned that if things were not sorted for a small group of staff, this would be much more difficult once a large group of staff moved in. The L&D Team were adapting and finding ways round the issues but they should not have to do this. The investment required was huge and needed to be right and Mike Adams asked the Board to take a note of this when discussing the business case.</p> <p>Adam Coldwells asked if the working group could do more preparation for staff to work in different ways so they were ready for agile working.</p> <p>The Property Asset Development Team were willing to work with teams following the workplace utilisation study to look at new ways of working and identify any issues for longer term agile working.</p> <p>Sandy Reid asked if agile working could be separated out from the Woodhill House Project. He gave an example of staff who travelled in to work and then emailed people who were working in the same building who could be working in a different way.</p>	

	<p>The Home Working Policy had been approved at GAPF and had not been implemented. A check would be made on the progress for implementing this policy.</p> <p>b. Health and Safety Update</p> <p>Ian Cowe gave a comprehensive summary of the report which had been previously circulated.</p> <p>Work had been carried to to review all the training courses offered by the Health and Safety Team.</p> <p>Further investigation to follow into line managers training and cascade training.</p> <p>Ian stated that he would be going out to sectors to meet people and work with different groups.</p> <p>Rachael Little thanked Ian for his report and asked if he would provide a quarterly report to the group.</p> <p>Sandy Reid noted that Aberdeen City had rebranded health and safety to Health, Safety and Wellbeing to try and encourage Staff to be involved and understand that this was about their health as importantly as patient health.</p> <p>c. Sport Aberdeen NHS Discounts plus activity break</p> <p>Aimee Beattie, Will Wilson and Sarah Webster had been invited along to the meeting to explain the NHS Staff discount to Sport Aberdeen Memberships. Any member of staff and anyone living at their address could access discounted memberships by showing their ID badge. A flyer would be attached to the minute (attached).</p> <p>Sport Aberdeen is a charity and all funds were put back into the organisation.</p> <p>Staff outside Aberdeen could access the discounted memberships but it was acknowledged that this may not be geographically handy and other opportunities to promote health and wellbeing were being investigated in Moray.</p> <p>Sport Aberdeen would hold a launch event on 3 December 2019 at Westburn Outdoor Centre and SLT members had been invited to attend.</p> <p>The group enjoyed an active break and the powerpoint slides would be attached to the minute for information (attached).</p>	<p>JA/DA</p>
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7	<p>Involved in Decision Making</p> <p>a. Big Rocks Update</p> <p>Rachael Little explained that the working group were proposing to have two half day developments during 2020 which would include sectors instead of one big day plus Sector Partnership events.</p> <p>GAPF members were asked to send feedback on this proposal to Rachael Little or Joan Anderson.</p> <p>Members of the group felt that the Sector Partnership events had been very positive and helpful.</p> <p>Mike Adams explained that the sector events had all been very good, but that a lot of work had gone into these events without having good attendance from outwith that particular sector or in some cases even from within that sector.</p> <p>It was reported that capacity was a reason for some people not attending, but capacity was not always the reason for someone choosing not to attend a Partnership event. Commitment to Partnership working was an organisational priority but some areas did not appear to be following this despite evidence that working in Partnership gave the best outcomes for staff and the organisation.</p> <p>The last GAPF Day in May 2019 had been very successful and one of the reasons was the number of new people who were invited to attend. New people would continue to be encouraged to attend events.</p> <p>The Big Rocks group would take away the information discussed and report back to a future meeting.</p>	<p>ALL</p> <p>RL/GL/SC</p>
8	<p>Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued</p> <p>a. Staff Reward Recognition Group</p> <p>Gerry Lawrie reported that the SLT had supported the recommendations in the paper (previously circulated) and given a commitment to attend celebration events. Funding had been approved to take forward the recommendations and an action plan was being drawn up.</p> <p>Rachael Little noted that the plan was not to reduce the good practice in other areas but to ensure there were no gaps and there was equality for all NHS Grampian staff.</p> <p>Steven Lindsay wished the group to be commended for their work taking this forward. He asked for clarity if it was NHS service or NHS Grampian service for the long service awards?</p>	

	<p>It was confirmed that it was just NHS Grampian service as it would be very difficult to gain information on previous service in other areas.</p> <p>Sandy Reid reported that he had attended the Bon Accord Care Long Service Awards which also recognised developments eg SVQs and this had been a very good event. He was pleased that the Beach Ballroom had been chosen for events as it was a nice venue for staff to attend. Sandy reminded the group that nominations were being sought for the Heart Awards.</p> <p>b. Sturrock Workshop/Cultural Work</p> <p>Adam Coldwells talked about the cultural work being undertaken and that Partnership working was a key theme. A lot of things had been done before but this time there was a deliberate plan to take NHS Grampian forward and enable teams with the tools and skills to determine their own culture within a bigger context following leadership example.</p> <p>A Cultural Working Group, chaired by Caroline Hiscox, was working on how these tools and support to teams will look. A regular report would be received at GAPF.</p> <p>Gerry Lawrie explained that the Sturrock Report had been specific to NHS Highland, but the Scottish Government had written to all Boards to ask what they were doing. Feedback had been given and no further information received.</p> <p>A global email had been circulated on 8 November 2019 with a link to a short set of questions for staff to answer. A good response had been received to date.</p> <p>The group then went into workshop mode to consider “What could be done to prevent unacceptable behaviours in the workplace”.</p> <p>The feedback would be written up and shared with the Sturrock Short Life Group. Any further contributions from the group to be sent to Gerry Lawrie.</p> <p>The Area Clinical Forum and the BMA Joint Negotiating Committee would also be discussing these questions.</p>	<p>ALL</p>
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Sector and Local Partnership Reports

a. Facilities and eHealth

Gavin Payne highlighted a few items from the report.

The clinical waste contract was taking longer than expected and may be Spring before it was in place for NHS Grampian. This was putting extra pressure on staff, particularly porters who were having to deal with the waste in the meantime.

The opening hours were being reviewed at Aroma, Woodend as there were times it was not being used.

A lot of investment had gone into the improvements at the RCH Kitchen and the work was in the last stages. This was looking very positive.

A group had been set up and was taking forward an information collection exercise in Decontamination Services following it being highlighted that the expectations of staff were not being met.

Work was ongoing in Partnership to try and improve the working situation within Logistics Services.

b. Mental Health and Learning Disabilities

Jane Fletcher announced the 7th Quality Event would take place on 28 November 2019 and over 40 posters had been submitted for this. It would be held in the staff lounge in Clerkseat at RCH.

c. Aberdeenshire

Mike Ogg reported on the Health Improvement Scotland (HIS) inspection on the safety and cleanliness of community hospitals. A good report had been received and he wished to acknowledge the work staff had put in, particularly the estates staff.

It had been highlighted at the last Sector Partnership Forum meeting that there had not been full consultation on the bringing forward of the change in opening hours for the Minor Injuries Unit (MIU) in Chalmers Hospital. This had been acknowledged by local management team and they had reverted back to the initially agreed date in December 2019.

Gemma Hood noted that management representatives from Central and South Aberdeenshire had been attending Sector Partnership meetings but she wished to see people from North Aberdeenshire attending also.

It was noted that Mike Ogg was seen as the champion for Partnership in Aberdeenshire which was good, but needed more than one person to take this forward. Mike Ogg said Partnership was supported by GAPF and the Senior Management Team but he was trying to get local buy in and did feel it was improving.

d. Moray

Claire Power reported on the temporary closure of Fleming Hospital inpatient services due to patient safety and staff wellbeing. Staff had one to one meetings with the service lead prior to the closure. These had been supported by Staff Side and HR.

Steven Lindsay stated that management had become aware of the issues caused by staffing levels which had become unsafe. Communication had gone from the Moray Partnership Forum and Moray Workforce Forum to the Moray Integrated Joint Board (IJB). Unfortunately the media had reported information that was not completely accurate and staff had found out information from the media rather than the agreed internal processes.

Amanda Croft was visiting Fleming Hospital to speak to staff on 14 November 2019.

e. Aberdeen City

Sandy Reid wanted to highlight the number of nursing staff at Woodend Hospital and the difficulties in staffing levels there. It was sometimes difficult to attract agency nurses to work at Woodend and a lot of work was being undertaken to improve the health and wellbeing of staff.

Mike Adams reported that another GP surgery was about to be handed back to NHS Grampian. This gave another challenge to the sector to provide services to all the patients.

The Heart Awards nominations were open and everyone was encouraged to participate. Closing date 23 December 2019.

f. Acute – no further update.

g. Corporate – no report

Rhona Atkinson informed the group that she was sharing the Sector Reports with the non-executive directors of the Board for information only. She thanked everyone for their efforts put into the reports and felt they were very informative.

10	Any Other Competent Business - none	
11	<p>Communication Messages to the Organisation</p> <p>a. Board Report</p> <p>Rachael Little explained she would use the highlighted items from the last meeting plus those agreed at the meeting to form the Board Report for December 2019. Items agreed:</p> <ul style="list-style-type: none"> • Summarise the Sturrock workshop feedback • Sport Aberdeen discounts and the active break • Staff Recognition and Rewards including Heart Awards <p>b. Up Front Article</p> <p>The first article had been published in Up Front following the last GAPF meeting. These would continue after each meeting and everyone was asked if they would wish to write an article to contact Joan Anderson.</p>	ALL
12	<p>Date and Time of Next Meeting</p> <p>The next meeting of GAPF will be held from 1pm to 4pm on Thursday 12 December, Seminar Room 2, Royal Aberdeen Children's Hospital, Foresterhill</p>	

Joan Anderson - nhsg.partnership@nhs.net