



**NHS GRAMPIAN**  
 Meeting of the Grampian Area Partnership Forum (GAPF)  
 Thursday 22 August 2019 at 1pm  
 Conference Room, Summerfield House

Approved

Board Meeting  
 03 09 19  
 Open Session  
 Item 15.9

**Present:**

Rachael Little, Staff Side Chair/Employee Director (Co-Chair) – Chaired the meeting  
 Adam Coldwells, Chief Officer, Aberdeenshire Health and Social Care Partnership (deputy Co-Chair)  
 Mike Adams, UCATT  
 Diane Annand, Interim HR Manager Staff Governance  
 Rhona Atkinson, Vice Chair of NHS Grampian  
 Susan Coull, Interim Operational Director of Workforce  
 Ian Cowe, Head of Health and Safety  
 Dianne Drysdale, Head of Chief Executive and Board Business Unit  
 Rob Fairfull, GMB  
 Alistair Grant, RCN  
 Linda Harper, Associate Director of Nursing (Practice Nursing) (deputy for Caroline Hiscox)  
 Gemma Hood, SOR  
 Mark Lang, Unite (deputy for Steven Lindsay)  
 Gerry Lawrie, Head of Workforce and Development  
 Deirdre McIntyre, COP  
 Martin McKay, UNISON  
 Cameron Matthew, Divisional General Manager, Acute  
 Tracy Miller, RCM  
 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  
 Carolyn Venters, Staff Side Health and Safety Chair  
 Joan Anderson, Partnership Support Officer - Minutes

**In Attendance:**

Amber Taylor, Assistant HR Manager – for item 4b and observer for whole meeting  
 Colin McNulty - Senior Nurse Manager – for item 4b  
 NHSG Nurse Bank and Clinical Lead for eRostering –for item 4b  
 Robert Hobkirk, Head of Sustainability, Compliance and Risk, for item 4b  
 Debjani Sarkar, Sustainability Support Officer – for item 4b  
 Stephen McCallum, Service Clinical Director & Head of Radiation Protection – for item 4b  
 Kevin Dawson, Lead for Learning Disabilities – for item 3b

	<b>Subject</b>	<b>Action</b>
1	<p><b>Welcome and Apologies</b></p> <p>Amanda Croft, Chief Executive (Co-Chair), Annie Ingram, Director of Workforce; Ruth Lyons, CSP (no deputy available); Linda Lynch, Board Chairperson; Janet Christie, BAOT, (no deputy available), Steven Lindsay, Unite (Mark Lang deputised); Jonathan Passmore, Staff Governance Committee Chair, Paul Allen, Director of Facilities and Estates (Gavin Payne deputised)</p>	

	<p><b>Welcome and Apologies</b> (continued)</p> <p>Caroline Hiscox, Acting Nurse, Midwifery and Allied Health Professionals Director (Linda Harper deputised), Gail Cook, Assistant Business Manager, NHSG Mental Health &amp; Learning Disabilities), Mike Ogg, Partnership Manager, Aberdeenshire Health and Social Care Partnership, Alan Gray, Director of Finance (Alan Sharp deputised)</p> <p>Ian Cowe, new Head of Health and Safety, was welcomed to GAPF.</p>	
2	<p><b>Minute of Last Meeting held on 18 July 2019</b></p> <p>The minute of the last meeting held on 18 July 2019 was approved.</p>	
3	<p><b>Matters Arising</b></p> <p>a. Public Holiday 4 May 2020</p> <p>Rachael Little explained that due to a national communication some organisations were moving a public holiday to 8 May 2020 which was the 75<sup>th</sup> Anniversary of VE Day.</p> <p>At the previous GAPF meeting it had been agreed for NHS Grampian to stay with 4 May 2020 public holiday and the Systems Leadership Team (SLT) had also agreed this. Consideration had been given to local authority, Scottish Ambulance Service and Scottish Government. A communication would be circulated following the meeting to inform all staff.</p> <p>b. Meridian Review of Learning Disability Service in City</p> <p>Kevin Dawson attended the meeting to give the background to and an update on the work with Meridian.</p> <p>The background: parts of Learning Disabilities Community Service had been high on the risk register since October 2018 and there were high numbers of vacancies. The Integrated Joint Board (IJB) made a decision to go ahead and work with Meridian. Sandra Ross, Chief Officer, apologised for the lack of dialogue with Partnership Representatives at an early stage.</p> <p>Meridian was a firm who work with the public sector on systems and processes and recommend ways to change services.</p>	<p><b>RL</b></p>

	<p>The learning points included:</p> <ul style="list-style-type: none"> <li>• A longer lead in time to give staff more time to be involved in the proposed process and to raise issues much earlier</li> <li>• Involve Partnership at the beginning</li> <li>• Listen to staff and change processes accordingly</li> <li>• Beginning of summer not a good time to begin</li> <li>• Involve admin staff at the beginning as they were asked to provide information to Meridian</li> <li>• Meridian not in full time in the department as staff had to carry out their usual role as well as assist Meridian.</li> </ul> <p>The work undertaken by Meridian could have been done internally but it would have taken much longer to get started. The plan was to use Meridian to kick start the process. The skills were available internally to carry out similar work in future.</p> <p>Kevin stressed that no work was being done on skill mix and no redesign would be taken forward without proper processes being in place.</p> <p>Due to the pressure staff had been under assisting Meridian, some of the outcomes were being checked and feedback given.</p> <p>It was noted that Meridian had not changed any of the language they were using despite being asked to do this.</p> <p>Rachael Little thanked Kevin Dawson for being so open about the process and the learning points.</p> <p>Staff Side asked NHS Grampian for an assurance that this type of scenario would not happen again.</p>	
4	<p><b>Well Informed</b></p> <p>a. Policies for GAPF approval</p> <ul style="list-style-type: none"> <li>• Nursing and Midwifery Roster Policy</li> </ul> <p>Colin McNulty attended the meeting to present the policy for approval. Alistair Grant asked a question about the inclusion of Scottish Standard Time System (SSTS) and clarity on Time Off in Lieu (TOIL). Following discussion it was agreed that the general reference to all workforce policies was sufficient until the GAPF Terms and Conditions Sub-Group completed their current work following the publication of a circular on TOIL, as a local Q&amp;A was being developed which would include how to input in SSTS. At that point a hyperlink may be added and perhaps one in the future regarding the Safe Staffing Legislation. There was a general reference to systems in the policy rather than specifically SSTS due to the roll out of health roster.</p>	

Alistair Grant also asked if there would be evaluation of the policy as it was a new policy which may bring significant challenges operationally.

The potential difficulty to comply with the policy within Hyperbaric Unit was acknowledged, with the inability to roster for unanticipated situations accommodated in the policy.

GAPF approved the policy.

- Sustainability, Environment & Energy

Robert Hobkirk and Debjani Sarkar presented the policy for approval. GAPF approved the policy.

- Adoption and Fostering

Amber Taylor presented the policy for approval, highlighting that the main change to the policy had been to ensure it mirrored the Maternity Policy for example the forms and question and answer sheet. GAPF approved the policy.

- Homeworking

Diane Annand presented the policy for approval, explaining that this was the first time NHS Grampian had developed a homeworking policy although the topic had been part of the Supporting Work Life Balance PIN for some time. The Homeworking Policy would join other policies in the suite of Flexible Working policies as it used the same application process. Sandy Reid commented that the policy did not appear to promote agile working rather it read as a list of caveats/potential hurdles. GAPF approved the policy.

- Management of Equipment

Stephen McCallum attended the meeting to present the policy for approval. Stephen explained that this policy brought together a number of policies and documents, covering a wide range of equipment, creating a framework to manage all items of equipment. Thanks was given to Stephen and the group for all the hard work bringing this policy together. GAPF approved the policy.

b. Professional Uniform Standards for Acute Sector Nurses and Midwives

A draft paper on Professional Uniform Standards for Acute Sector Nurses and Midwives had been presented to the Grampian Area Nursing and Midwifery Committee (GANMAC) for comments. It had been noted that the contents was not in line with the current NHS Grampian Dress Policy or the draft amendment on footwear.

<p>A discussion on this draft paper had taken place at the June 2019 GAPF meeting and following this it had not been expected that the paper would progress. The NHS Grampian Dress Policy was the overriding document and although there could be local guidance this had to mirror the agreed policy. A number of GAPF members expressed disappointment that the work had continued without due regard to the current Dress Policy and unfortunately it had caused some unnecessary dialogue and anxiety. In addition as it had been issued for comment at the same time as the consultation the amendment to the Dress Policy (Footwear) this had caused some confusion.</p> <p>It has been disappointing that the opportunity had not been taken by the lead Author of the Professional Uniform Standards for Acute Sector Nurses and Midwives to join the Policy Review Group and that the Acute paper was not in line with the advice from Infection Prevention and Control and Health and Safety Department, sought by the Policy Review Group.</p> <p>Rachael Little agreed to prepare a response from GAPF and she would circulate this to the group for agreement prior to forwarding to GANMAC and the lead author of the paper. She would highlight the reasons for seeking advice, all the issues raised at the meeting and the need to comply with the ongoing consultation process.</p> <p>c. Once for Scotland Workforce Policies</p> <p>Diane Annand referred to the latest national briefing distributed as part of the meeting papers. This confirmed an amended timeline as the Scottish Workforce and Governance Committee (SWAG) would be concluding the review of the policies and supporting documentation at their 23 October 2019 meeting.</p> <p>The briefing detailed implementation arrangements of HR departments and Staff Side having early access and a three month implementation period. As directed, implementation plans would be developed in Partnership, using any nationally provided materials. The exact dates for these arrangements had not yet been communicated.</p> <p>Governance arrangements remain in place for phase I to address any material issues and feedback on the digital solution.</p> <p>The remaining policies were in Phase 2 and these were detailed in the briefing with engagement events for January 2020.</p> <p>Susan Coull explained that she had seen the digital platform commenting that the system was good and easy to use. A soft launch had been discussed as the first quarter of 2020. The Deputy HR Directors group were to request of the Once for Scotland Programme Board nationally devised training to ensure one approach across Scotland.</p>	<p><b>RL</b></p>
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	<p>The Learning Leads (chaired by Linda McKerron) and the Deputy HR Director group had offered their assistance and support to achieve this.</p> <p>d. Finance Update</p> <p>Alan Sharp reported that there was a £230k overspend for month four (July) leading to a year to date overspend of £2.2m which was higher than planned for this stage of the year. The main reason for the overspend was supplementary staffing such as agency medical locums and agency nurses. NHS Grampian had the highest spend in these areas of any Health Board in Scotland.</p> <p>A new model for contracting agency medical locums was shortly to be introduced moving away from paying agencies to paying medical staff as a worker through the payroll system which would save on the agency charge.</p> <p>The recruiting of Australian nurses and the new graduate nurses starting should help the vacancy situation for Nursing and lead to a reduction in the use of agency nurses.</p> <p>Alan reported that the forecast was still it was still to break even by the end of the financial year, although if supplementary staff continued to be used at the same rate this would create a risk to achieving this.</p> <p>Other financial risks included: integration as there may be a contribution made to Health and Social Care Partnerships (H&amp;SCP); pay award for medical and dental staff which had not been agreed to date and Brexit which was an unknown risk.</p> <p>Alan Sharp confirmed that although agency staff were used for other professions, most expenditure was incurred for medical and nursing staff.</p>	
5	<p><b>Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community</b></p> <p>a. Woodhill House Project</p> <p>Rachael Little reported that no one had been available from the Property Asset Management Team to attend the meeting therefore a paper had been circulated. Consultation had begun and feedback would be considered. The project would take at least two years to come to fruition and would require investment to work.</p> <p>Mike Adams explained that initially this project had not been started in Partnership and staff anxieties had been raised. There were concerns about there being only one option available and no other plan.</p>	

	<p>Investment would be required for agile working and staff were only consulted on OccuEye and not how it was linked to this project.</p> <p>Rachael Little said that NHS Grampian was committed to the principles of agile working. In order to consider relocation of some staff due to the condition of the estate agile working was included and it was also used as a separate approach.</p> <p>This item would stay on the agenda meantime.</p>	
6	<p><b>Appropriately Trained and Developed</b></p> <p>a. GAPF Learning and Development, Workforce, Organisational Development Sub-Group – Role and Remit</p> <p>Rachael Little reported that the role and remit had been updated in light of relevant workstreams of NHS Grampian. The sub-group would give their annual report to GAPF in November.</p> <p>b. NHS Circular: PCS (AFC) 2019/3 – Appraisal and Incremental Progression</p> <p>Gerry Lawrie reported that this paper had also been to the GAPF Learning and Development, Workforce, Organisational Development Sub-Group. The paper was about having meaningful appraisals and at least an annual review. It also covered the need to have completion of statutory and mandatory training and an annual review. Progression through pay scales can potentially be stopped if at 2nd stage review or if the staff member, by choice does not complete their statutory and mandatory requirements. Further guidance is expected</p> <p>Linda McKerron was working with Adam Coldwells on mandatory training locally. Guidance was expected from the Scottish Government close to the implementation date of 2020. Actions would be required at that time.</p> <p>An update would come to GAPF and Systems Leadership Team (SLT) on progress.</p>	
6	<p><b>Involved in Decision Making</b></p> <p>a. Public Holidays 2021/2022/2023</p> <p>Rachael Little had gathered names for a short life working group to develop a proposal for public holidays. This group would report back to GAPF with proposed dates. Cameron Matthew volunteered from Acute Sector.</p>	

<p>*</p>	<p>Susan Coull asked the group to note that British Medical Association (BMA) have a seat at GAPF but do not take it up. NHS Grampian is the employer for the north region doctors in training and junior doctors have 10 days public holidays. This would be included in the discussions of the short life working group.</p> <p>b. Update on Big Rocks – GAPF Development Day Actions</p> <p>Rachael Little updated the meeting with the discussions of the Big Rocks Short Life Working Group and agreed to circulate this to the group (attached).</p> <p>The highlights included:</p> <ul style="list-style-type: none"> <li>• Networking</li> <li>• Proposal of 2 x ½ day development sessions to include sectors instead of one full day and separate sector days</li> <li>• GAPF Reporting from Sectors</li> <li>• Staff Rewards and Recognition</li> <li>• Sector structures and proposals for Corporate Sector</li> <li>• Promotion and communication. GAPF tweet/Up Front/short podcasts</li> <li>• How often do GAPF wish feedback from Big Rocks Short Life Working Group</li> <li>• External influences to GAPF agenda</li> </ul> <p>Feedback was welcomed on the proposals.</p>	<p><b>ALL</b></p>
<p>7</p>	<p><b>Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued</b></p> <p>a. Sturrock Review Short Life Working Group Update</p> <p>Diane Annand updated on the working group which had met on 21 August 2019. The working group now had the correct membership, which included for example sector representatives. This had greatly informed the discussion and agreements for taking forward the Staff Engagement Plan. Louise Ballantyne and Team were currently taking forward work on the Plan to ensure the methods of engagement achieved what the Organisation wished. This included being clear on the objective of the exercise as it was not a survey, more taking the temperature of the organisation. It should also create an opportunity for staff to advise what NHS Grampian should be doing on the back of the Sturrock Report i.e. what was NHS Grampian doing well, should stop, should start. It was also important to consider how feedback from the engagement plan would take place as this would inform the approach to be taken. The engagement plan was for the Advisory Committees and the wider staff population.</p>	



	<p>Susan Coull informed that a cultural survey was being discussed. Although supportive of asking for staff views, a concern was raised about the capacity to deal with all the views which may come, including the re-raising of closed bullying and harassment cases.</p> <p>Susan Coull outlined that there were a number of activities taking place following publication of the Sturrock Review however it was important not to lose the intention to improve the situation for staff. NHS Highland was holding a three day event plan their actions. There was a national group chaired by the Cabinet Secretary with membership from HR Directors and Employee Directors among others to devise practical measures and potentially a Dignity at Work survey again this year.</p> <p>b. Brexit Update</p> <p>A letter had been received from the Scottish Government for NHS Grampian to complete a template on their readiness for Brexit.</p> <p>Sandy Reid reported that the Aberdeen City Council had reconvened their meetings on Brexit.</p> <p>c. Job Train</p> <p>Rachael Little reported that the NHS Grampian vacancy page on the internet had changed and Job Train was fully implemented. The GAPF Learning and Development, Workforce and Organisational Development Sub-Group had received a presentation from Tracey Hicks, Recruitment Manager, and the presentation slides would be shared with GAPF (attached).</p> <p>* Susan Coull said that the implementation of Job Train across Scotland was going well and ahead of schedule. It was tied into national recruitment services and the north region were slightly behind other regions.</p> <p>A deal had been agreed with RCN so that all NHS Grampian jobs were advertised in the RCN bulletin pages. There was also a link from there to Job Train.</p> <p>An advert on STV was about to appear talking about NHS Grampian and job opportunities.</p> <p>If anyone had any comments or questions they could contact Tracey Hicks or Susan Coull.</p> <p>d. NHS Grampian Auto Re-enrolment Process</p> <p>This was a regular update for the pension auto re-enrolment process and the paper was noted.</p>	
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9	<p><b>Sector and Local Partnership Reports</b></p> <p>a. Facilities and Estates</p> <p>Gavin Payne highlighted the following:</p> <ul style="list-style-type: none"><li>• The Willows Restaurant at Woodend Hospital had closed and an Aroma Cafe had opened in the old Royal Voluntary Service (RVS) cafe site.</li><li>• The Learning and Development Team had moved to Woodhill House and they were using the training rooms at Woodhill House Annexe. Once the Woodend Staff Home was empty, the building would be made secure and its future decided upon.</li><li>• Ink from pens was causing issues for Linen Services</li><li>• eHealth and Facilities coming together had been a good development for staff health and wellbeing. A trip around six community hospitals was planned to talk to staff about health and wellbeing.</li></ul> <p>Mike Adams asked for four particular members of Portering Staff and their management to be commended for their work handling and managing waste while the waste contract was suspended.</p> <p>b. Mental Health and Learning Disabilities (MHL D)</p> <p>Martin McKay noted the following:</p> <ul style="list-style-type: none"><li>• Recruitment issues continued</li><li>• Ligature reduction project was progressing</li><li>• High clinical activity and patient restraints were being looked into</li><li>• Overarching and local service redesigns were ongoing</li><li>• Thanks was given to Facilities and Estates staff for ongoing support for all the changes, temporary closures plus the fire team as well.</li><li>• Martin asked for GAPF and senior staff to make a tangible vote of thanks to staff in MHL D for coping with the amount of change and all the issues they were going through at the same time as trying to improve services. This was agreed by GAPF.</li></ul> <p>c. Aberdeenshire</p> <p>Gemma Hood reported that the Partnership Forum Reps would be visiting community hospitals in Central Aberdeenshire during October to see what people want and need to be able to engage with the Partnership Forum.</p>	
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	<p>d. Moray</p> <p>Claire Power explained they were developing a new agenda and planned to hold the Joint Workforce Forum straight after the Sector Partnership Forum.</p> <p>e. Aberdeen City</p> <p>Sandy Reid acknowledged the pressures of nursing staff at Woodend Hospital.</p> <p>Work was ongoing in Partnership with staff moving from Summerfield House to Marischal College which would be a big change for staff.</p> <p>f. Acute</p> <p>Cameron Matthew explained that the last Partnership Forum meeting had been cancelled. Two meetings were anticipated for September.</p> <p>The Surgical Partnership Group held dedicated walkrounds for Health and Safety and assurance. This was duplicated in other divisions. GAPF members were invited to join the walkrounds.</p> <p>The level of clinical activity over the summer had been unprecedented and the week before had the highest attendance and numbers of admissions over Sunday and Monday with the lowest levels of staff seen outside winter. Staffing levels had increased over the week, showing the resilience of staff.</p> <p>A group was looking at heat in the Pink Zone which was an annual issue. No windows open or could be opened due to the construction work. Water and cool areas were offered to staff. Staff were grateful for these but it was still a challenge for both them and patients. Supplies of medications also had to be considered as some were not to be kept above 25°C.</p> <p>Sandy Reid reported that staff were asking about wearing polo shirts instead of tunics to be cooler in the heat. Polo shirts were part of the national uniform policy if in the correct colour and GAPF felt this would be appropriate in the circumstances.</p> <p>Royal Aberdeen Childrens Hospital Programme:</p> <p>Gemma Hood asked for GAPF to give recognition to the staff on the Childrens Hospital programme.</p> <p>g. Corporate</p> <p>See item 6b.</p>	<p><b>ALL</b></p>
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<p>10</p> <p>*</p>	<p><b>Dates for 2020 Meetings</b></p> <p>Dates had been circulated for 2020 meetings. The meetings had been changed to mornings due to the challenge of finding a suitable meeting time (attached).</p> <p>No January meeting had been proposed due to the number of people off over the holiday period. This could be changed if needed.</p> <p>Anyone who had significant issues with the dates to contact Joan Anderson as soon as possible.</p>	<p><b>ALL</b></p>
<p>11</p>	<p><b>Any Other Competent Business</b></p> <p>Peer to Peer” Influenza Vaccination Program: Cheryl Rodriguez update the group on progress.</p> <p>Public Health has circulated a request for peer to peer vaccinators on wards and a number of volunteers from a variety of wards at ARI and Woodend have come forward.</p> <p>Public Health are currently developing a Peer to Peer Vaccinator information package and a 2 hour training sessions for mid-September. They would ensure all volunteer Peer to Peer Vaccinators have the necessary qualifications and skills in place to safely provide the vaccine.</p> <p>A frequently asked questions sheet focusing on myths and facts is also being developed to support Peer to Peer Vaccinators.</p> <p>Discussions had taken place on how to identify Peer to Peer Vaccinators onwards. Ideas included having a wipe able board with the name of the Peer to Peer Vaccinator and the ward they are working in. Cheryl Rodriguez asked GAPF if they would agree for the Peer to Peer Vaccinators to wear tabards to be easily identified onwards. GAPF supported this proposal as it was not in breach of the uniform policy, on the condition that the tabards were not red, and they were taken off when the Peer to Peer Vaccinator was busy on the ward and didn’t have time for vaccinations.</p> <p>Fiona Browning has received some funding to develop an advert for flu vaccinations. Creative ideas are being proposed including having the Pantomime Team at Kings Theatre to do a short sketch to advertise in a fun way.</p> <p>Inspection of Hospitals:</p> <p>Adam Coldwells said the early feedback from an inspection of community hospitals in Moray and Aberdeenshire was broadly positive and he would share the report with GAPF.</p>	

	<p>Winter Planning:</p> <p>To be added to the agenda for the next meeting.</p> <p>Partnership Model of Working:</p> <p>It was noted that three cases of processes begun outside the Partnership model of working had been referred to at the meeting. NHS Grampian and GAPF have committed to the Partnership model of working. Rachael Little highlighted that she could provide advice and support to anyone within the organisation who required further information regarding the Partnership Model of working..</p>	
12	<p><b>Communication Messages to the Organisation</b></p> <p>The following items would be included the September Board Report:</p> <ul style="list-style-type: none"> <li>• Recognition to the staff particularly mentioned at the meeting. Acknowledge these staff and circulate a communication to them separate to the Board Report.</li> <li>• Kevin Dawson's attendance and Meridian Report</li> <li>• Five policies approved</li> </ul> <p>Gerry Lawrie and Tracy Miller volunteered to record a short podcast following the meeting.</p>	<b>RL</b>
13	<p><b>Date and Time of Next Meeting</b></p> <p>The next meeting of GAPF to be held on Thursday 19 September 2019 at 1pm to 4pm in Conference Room, Summerfield House</p>	<b>ALL</b>