



Approved

Board Meeting
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Open Session
Item 15.7

NHS GRAMPIAN
Meeting of the Grampian Area Partnership Forum (GAPF)
Thursday 19 September 2019 at 1pm
Conference Room, Summerfield House

Present:

- Amanda Croft, Chief Executive (Co-Chair) - Chaired the meeting
- Rachael Little, Staff Side Chair/Employee Director (Co-Chair)
- Mike Adams, UCATT
- Paul Allen, Director of Facilities and eHealth
- Diane Annand, Interim HR Manager Staff Governance
- Rhona Atkinson, Vice Chair of NHS Grampian
- Gail Cook, Assistant Business Manager, NHSG Mental Health & Learning Disabilities
- Susan Coull, Interim Operational Director of Workforce
- Ian Cowe, Head of Health and Safety
- Alistair Grant, RCN
- Jane Ewen, Chief Nurse - Professional Practice, Workforce & Education (deputy for Caroline Hiscox)
- Gemma Hood, SOR
- Gerry Lawrie, Head of Workforce and Development
- Steven Lindsay, Unite (VC)
- Ruth Lyons, CSP
- Deirdre McIntyre, COP (VC)
- Martin McKay, UNISON
- Caroline Moir, Health Care Manager (deputy for Mike Ogg)
- Clark Paterson, Senior Finance Manager (deputy for Alan Gray)
- Cheryl Rodriguez, Head of Occupational Health and Safety
- Joan Anderson, Partnership Support Officer - Minutes

In Attendance:

- Gareth Evens, Property Transactions Manager - for item 5a
- Janine Langler, Greenspace Infrastructure Project Manager – for item 5a
- Kate Livock, Programme Manager - 6 EA Unscheduled Care Improvement Programme – for item 5b

	Subject	Action
1	<p>Welcome and Apologies</p> <p>Linda Lynch, Board Chairperson; Janet Christie, BAOT, Jonathan Passmore, Staff Governance Committee Chair; Dianne Drysdale, Head of Chief Executive and Board Business Unit; Rob Fairfull, GMB; Cameron Matthew, Divisional General Manager, Acute; Tracy Miller, RCM; Claire Power, Interim Primary Care Lead, Moray Health and Social Care Partnership</p> <p>Sandy Reid, Senior Service Manager, Aberdeen City Health and Social Care Partnership (no deputy available); Mike Ogg, Partnership Manager, Aberdeenshire Health and Social Care Partnership (Caroline Moir deputised); Caroline Hiscox, Acting NMAHP Director NHS Grampian (Jane Ewen deputised); Alan Gray, Director of Finance (Clark Paterson deputised); Carolyn Venters, Staff Side Health and Safety Chair</p>	

2	<p>Minute of Last Meeting held on 22 August 2019</p> <p>The minute of the last meeting held on 22 August 2019 was approved with one amendment to Item 6b - remove the last sentence in the first paragraph.</p>	
3	<p>Matters Arising</p> <p>a. Public Holidays</p> <p>Rachael Little explained that a Scottish Government Directive letter had been received which was supporting a move of public holiday to 8 May 2020. GAPF and the Systems Leadership Team (SLT) had already decided not to move 4 May public holiday to 8 May. Rachael Little had also discussed this with the Scottish Ambulance Service who arranged the public holiday's in line with NHS Grampian.</p> <p>Steven Lindsay reported that Moray Health and Social Care Partnership (H&SCP) would prefer to move the public holiday to 8 May to be in line with Moray Council.</p> <p>Martin McKay made a plea to keep the public holiday on International Workers Day and on a Monday rather than Friday as this had proven to be less difficult for patient care for Mental Health and Learning Disabilities and GP services.</p> <p>Rachael Little agreed to find out more information on co-located buildings and from Sectors and would feedback to the next GAPF meeting and a decision would have to be made then.</p> <p>Public Holiday Proposal - 2021/2022/2023</p> <p>Rachael Little would bring a proposal for public holidays to the next meeting for discussion.</p> <p>b. Professional Uniform Standards for Acute Sector Nurses and Midwives</p> <p>Rachael Little would communicate to the Grampian Area Nursing and Midwifery Advisory Committee the action from the last meeting to ask that they amend the document on uniform standards to mirror the NHS Grampian Dress Policy.</p> <p>c. Once for Scotland Workforce Policies</p> <p>Diane Annand explained that the September newsletter highlighted the timeline for phase I and phase II Once for Scotland policies. If phase I policies approved at the 23 October 2019 SWAG there would be a soft launch/early access from 1 November 2019 with the launch to managers and staff from 1 March 2020.</p>	<p>RL</p> <p>RL</p> <p>RL</p>

	<p>The scope of phase II was significantly larger than phase I. Topic experts were being engaged from national groups. It had already been acknowledged locally that some policies may need more than a refresh as they were out of date. This item would stay on the agenda as a substantive item.</p> <p>d. Mandatory Training</p> <p>Gerry Lawrie explained that the SLT had commissioned a piece of work on mandatory training and Adam Coldwells was leading this. Linda McKerron, Mike Adams, Jane Ewen and Paul Allan were also involved. The group was awaiting the Once for Scotland, nine mandatory courses being announced nationally. These would form the basis of Once for Scotland training and were to be short, memorable and relevant.</p> <p>NHS Education for Scotland (NES) had been asked to expedite the enabling of reporting for managers on Turas Learn.</p> <p>There were challenges for some to get to eLearning due to access to computers and time and this was being worked on and developing Digital competence is being considered.</p> <p>No guidance had been received on pay progression linked to appraisal and statutory and mandatory training.</p> <p>e. Cultural Survey</p> <p>A first meeting of a group to take this forward had taken place. Susan Coull, Gerry Lawrie, Rachael Little and Paul Allen were all members of the group. Further information would follow.</p>	
4	<p>Well Informed</p> <p>a. Policies for GAPF approval</p> <p>i. Redeployment Policy</p> <p>Diane Annand presented this policy for approval on behalf of the policy review lead Ashley Catto, HR Manager. The Policy Sub-Group had prepared a paper to highlight a change in practice in the new policy regarding the ability for employees on a fixed term contract with less than one year’s continuous NHS Grampian service to access the redeployment register.</p> <p>The fixed term contract would be twelve months or less and the period on the redeployment register would be the last four weeks of the fixed term contract, running concurrently with the employee’s notice period. Assessing the situation at the effective date of the policy ten employees would either be in their last four weeks of a fixed term contract or will be imminently entitled to be placed on the redeployment register.</p>	

GAPF felt this was a positive change of practice however it was noted that this would create additional work for HR staff and managers. Diane Annand would be asking the HR Team to work with the relevant managers to implement this change.

The group approved the policy.

ii. Manual Handling Policy

Cheryl Rodriguez presented the policy for approval. The Policy Review Group had made the definitions of clinical and non-clinical training clearer.

The group agreed the policy.

b. Finance Update

Clark Paterson reported that at the end of August NHS Grampian is reporting an overspend of just under £2m. The overspend is predominantly arising in the medical staffing and nursing budgets with both areas having significant costs due to nursing agency and medical locums, the latter of which is 26% greater than over the same period last year.

August had been a reasonably good month financially following the distribution of cost pressure funding within the Acute Sector and a slight reduction in medical locum spend, partly due to the improved FY1 and FY2 intake. Significant challenges do however remain for the medical staffing budget.

Clark Paterson noted that there remains a degree of confidence that NHS Grampian would break even by the end of the financial year. The risks to this include the reliance on ear marked funding slippage – awaiting allocations from Scottish Government and there is an expectation of reduced levels of funding; the winter funding allocation was expected to be similar to previous year but was only half the amount; confirmation awaited from Integrated Joint Boards (IJB) regarding their year-end forecasts and the continuing use of supplementary staff. The biggest unknown risk was around Brexit although there are some national and local contingency plans being put in place.

A significant amount of work is ongoing with the management of medical locums including demand management and a review of employing them via payroll on a Direct Engagement arrangement, unfortunately there is a delay with this implementing this due to legal issues.

<p>5</p>	<p>Provided with a continuously improving and safe working environment, the health and wellbeing of staff, patients and the wider community</p> <p>a. Woodhill House Project Update</p> <p>Gareth Evans and Janine Langler attended the meeting to update the group on the Woodhill House Project. They agreed to share the frequently asked questions (FAQ) sheet, the information from the pop ups and the mid-term review with GAPF.</p> <p>Case studies from Health and Social Care Partnership (H&SCP) staff and other staff who had undergone similar moves were being prepared to assist people with the move and to understand whether they fit the agile working profile or not.</p> <p>Individual teams would work with the Property and Asset Management Team to discuss any issues before the move took place.</p> <p>Learning could also be used from the NHS Orkney staff who recently moved to the new Balfour Hospital.</p> <p>Cheryl Rodriguez asked that workplace adjustments be taken into account as these would be individual issues which would require to be considered, including special furniture or furniture set up.</p> <p>The group asked that the FAQ sheet was very clear with all the answers known and not to raise expectations of staff as some of the things wished for may not happen. It was noted that massive investment was required to ensure this project worked properly.</p> <p>It was agreed to keep this item on the agenda.</p> <p>b. Winter Planning</p> <p>Kate Livock explained that she would attach a paper updating on the winter plan. Comments on the paper to be sent to Kate Livock by 18 October 2019. The full winter plan was also available from Kate if anyone wished this.</p> <p>NHS Grampian demonstrated resilience in unscheduled care for a long time and not just at wintertime, therefore some components in the plan were in operation all year round.</p> <p>The resilience was down to the hard work and commitment of staff, and it was important to recognise this.</p> <p>National Guidance had been received which asked for specific areas to be covered including:</p>	<p>ALL</p>
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	<p>Redirection - It was important to direct patients to the correct services using “Know who to turn to” flyers. 53,000 post codes had been targeted with flyers. Media had also been used including tv, social media, video clips and Northsound one and two and Moray Firth radio.</p> <p>Avoidance of admission – where virtual community wards across GP practices managed by GP services were used to ensure preventative measures were in place to avoid admissions to hospital.</p> <p>Repeat initiative via GP colleagues – making contact with all patients with Chronic Obstructive Pulmonary Disease (COPD) diagnosed people and ensure they had information on how to look after themselves, classes and support available.</p> <p>Acute Care at Home in Aberdeen City, Response Care at Home in Aberdeenshire and Pitgaveny Team in Moray all work well at keeping people at home or helping to get people out of hospital.</p> <p>Occupational Therapy and Physiotherapy Therapy in Emergency Department assessed the frail and elderly.</p> <p>Aberdeen Social Work services at Aberdeen Emergency Department made a huge difference for patients and staff.</p> <p>A letter had been sent to all care homes for them to hand to guardians or next of kin of patients to ask for permission for patients to receive the flu vaccine.</p> <p>Kate Livock asked if GAPF would help to spread the message to staff on the importance of getting the flu vaccine.</p> <p>Kate also suggested that a similar letter to the one written by Caroline Hiscox and Nick Fluck to staff regarding the adverse weather policy and supporting staff and staff supporting each other be sent again this year. Amanda Croft would ask Adam Coldwells, SLT lead on this to follow this up with Caroline Hiscox and Nick Fluck.</p> <p>Jane Ewen asked about staff in non-patient facing roles supporting direct patient care staff and services. Kate Livock agreed to provide information on this.</p> <p>Alistair Grant wanted to note that staff taking on different roles needed to be fully skilled up and with training in place. A communication strategy for staff would alleviate anxieties. Kate Livock agreed to pass on this information to Caroline Hiscox as nursing lead.</p>	<p>ALL</p> <p>AC</p> <p>KL</p>
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6	<p>Appropriately Trained and Developed – no items</p>	
7	<p>Involved in Decision Making</p> <p>a. iMatter Board Report</p> <p>Gerry Lawrie explained the paper circulated showed how iMatter was progressing and that the numbers of teams completing the questionnaire had increased which made it more meaningful for staff.</p> <p>The response rate had been 62% which was above the 60% required to receive a Board report. It was being discussed nationally to potentially reduce the response rate to 51% to receive a Board and individual reports.</p> <p>65% of teams created an Action Plan and work was ongoing between Organisational Development Department and local teams who did not receive a report to support them.</p> <p>Amanda Croft reported that in her next Chief Executive report she would publish the SLT report to try and encourage staff to be involved. Gerry Lawrie noted that case studies were also being worked on.</p>	
8	<p>Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued</p> <p>a. Sturrock Review Short Life Working Group Update</p> <p>Diane Annand reported that the Ministerial Working Group had met in July 2019 which had a remit to examine how we collectively take forward measures that support open and honest workplace cultures, specifically with a view to delivering sustainable behavioural and attitudinal changes to leadership and management across NHS Scotland.</p> <p>A series of questions have been devised from original questions suggested by Chair of NHS Grampian to form part of the NHS Grampian engagement plan and are to be circulated firstly to the Sturrock Review Group for comment (for the 25 September 2019 meeting) and then to the advisory committees for their opinions/comment. A two page supporting document has been created by Louise Ballantyne and her team to accompany the questions when circulated. Also recognition that this needs to go further than advisory committees, aware that teams have been discussing Sturrock so need a mechanism of how to collate this data.</p>	

<p>There was a degree of unease within the Sturrock Review Group at the last meeting regarding the amount of information linked to the Sturrock Report and how to act on it and target resources. However there is recognition that we do not want any area to stop the good work that is already being done and further to this that good work should be promoted and celebrated.</p> <p>Working with Corporate Communications to do ongoing communications through upfront and a podcast.</p> <p>There are changes to the whistleblowing champion structure which is being driven nationally and the Sturrock Review Group will oversee implementation of this piece of work.</p> <p>Ms Lawrie reported that four areas had been suggested nationally (but not agreed) to focus on – these were mediation, speaking up, organisational development and leadership and management training. Martin McKay stated that he had discussed with UNISON colleagues and there was a view that the work going on around the Sturrock Report should be based on factual evidence. Susan Coull reported that the Organisational Development leads were also undertaking work related to the Sturrock Report explaining that the degree of unease was in relation to what might be the outcome of the national work and whether it would conflict any local work underway. Mr Grant stated that it should not be a top down approach.</p> <p>Once information was available from the Sturrock Review Group, the finalised questions would be shared with advisory groups for discussion. GAPF may have a workshop to take this forward. Rachael Little asked everyone to read the Sturrock Report before the next meeting so they were ready for the discussion.</p> <p>b. Brexit Update</p> <p>Paul Allen reported that there were a number of contingency plans being discussed in Scotland and UK. Stock supply and demand was being looked to ensure adequate supplies were in place following an EU exit.</p> <p>A decision nationally had been taken that boards should not stock pile food. The group, chaired by Alan Gray, was meeting monthly. Workforce, Facilities, Procurement, Pharmacy and Civil Contingencies colleagues were included in the membership of the group. They were doing the best with the information which was available. The information changed regularly and is acted upon quickly.</p> <p>Work was ongoing by workforce colleagues to gather as much information and inform staff using global emails to ensure that all potentially affected staff are kept up to date on the EU exit implications.</p>	<p style="text-align: center;">ALL</p>
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	<p>A Brexit Communications Group was meeting weekly. Lesley Meldrum had asked that the group communicate to staff to carry on ordering as normal. No information was coming nationally on this.</p> <p>Paul Allen and Amanda Croft would check if the Brexit Report was going to be distributed to the NHS Grampian Board.</p> <p>c. Job Evaluation Update</p> <p>Susan Coull said the letter from the Scottish Terms and Conditions Committee (STAC) had been circulated for information. An annual report had been requested and the next deadline was 30 September 2020. The Job Evaluation Team would oversee the work with Ashley Catto and Karen Watson as the leads for this. They were working closely with NHS Orkney.</p> <p>More information would be reported to GAPF in August 2020.</p>	PA/AC
9	<p>Sector and Local Partnership Reports</p> <p>a. Aberdeenshire</p> <p>Gemma Hood reported that Aberdeenshire Partnership was dwindling and she commended Mike Ogg for trying hard to reinvigorate the Partnership.</p> <p>Roadshows had been proposed for north, south and central. Central had taken up this and booked a venue. No responses had been received from south or north. Amanda Croft would speak to Adam Coldwells, Chief Officer, regarding this.</p> <p>Alistair Grant reported that he had been meeting with Area Managers and they were working on Partnership and Governance issues. He noted that Mike Ogg had been very supportive of this work.</p> <p>b. Moray</p> <p>The Health and Social Care Partnership had retained their Healthy Working Lives (HWL) Gold Award.</p> <p>The first three day pilot of the corporate induction had finished and the second pilot was due to begin.</p> <p>Paul Paton and Steven Glass were working on Moray getting their own ID badge machine. There would have to be a process to ensure it was tightly controlled.</p> <p>c. Aberdeen City – no further update</p> <p>d. Acute – no further update</p>	AC

e. Corporate

Rachael Little was working on developing local Partnership groups as the model of Sector Partnership Forums others had not worked for Corporate. Some areas already had local Partnership or User Groups.

f. Facilities and Estates

Paul Allen highlighted a few points from the report.

Clinical waste was still under contingency measures across Scotland. A new contractor had been appointed. Paul thanked everyone involved.

Paul asked that all anatomical and clinical waste be labelled properly.

Preston Gan had been appointed as Senior Deputy Nominated Officer (Fire).

Aroma at Woodend had opened and was being well used and was a very good facility. The Royal Voluntary Service (RVS) continued to have a cabinet and a trolley service on site.

eHealth Local Partnership Group now fed into the Facilities and Estates Sector Partnership Forum which Paul Allen and Keith Grant were the chairs.

Testing for Legionella had been ongoing for 18 months in high risk areas. Results were all good to date and testing would be continued.

Singing in Partnership had taken place at a Domestic Partnership meeting and all had enjoyed this.

A new joint equipment service between NHS Grampian and Bon Accord Care would be fully signed off in early October 2019. It would be good to use any learning from this joint working for other services. For this service NHS Grampian staff were managed by Bon Accord Care but kept all their NHS Grampian terms and conditions, this avoided the use of the Transfer of Undertakings (Protection of Employment) (TUPE). All was going well to date.

Domestic staff had been involved in the Children's Hospital TV programme.

Rachael Little wished to thank all the laundry staff for their tremendous work she learned about during a visit earlier in the day. They had also appeared in the Children's Hospital TV programme. The National Laundry review was ongoing.

	<p>g. Mental Health and Learning Disabilities</p> <p>Gail Cook highlighted a number of items from the report.</p> <p>Staff were getting confused due to the two different but similar streams of ongoing work ie the work around the notice of contravention and the ligature reduction programme.</p> <p>Facilities and Estates Department had been very patient with the way work was progressing. A delay had been experienced due to a flood. There had been a lot of public engagement and feedback regarding the workstreams.</p> <p>The Royal College of Psychologists were undertaking a review on the back of three events.</p> <p>The official opening of the new Child and Adolescent Mental Health Service (CAMHS) was to be held on 2 October.</p> <p>Thanks was given to Occupational Health and Safety Department agreeing to Emma Stephen to work three days a week in the sector to undertake Violence and Aggression training and support for staff during and after an incident, which has been very useful.</p> <p>Photos of staff would appear in the Evening Express on 24 September as part of the #RespectUs Violence and Aggression Campaign.</p> <p>Martin McKay reported that despite low staffing levels the sector were trying to build in training and support for staff. Newly qualified and band 5 support forums had been extended to Health Care Support Workers to help support staff and build their ability to undertake their role.</p>	
10	<p>Any Other Competent Business</p> <p>GAPF Remit:</p> <p>Amanda Croft asked for a discussion on how to make GAPF more interactive.</p> <p>Rachael Little said agenda topics were always welcomed.</p> <p>Gerry Lawrie explained that at the GAPF Development Day in May 2018 there had been an agreement on how to improve the agenda and be clear as to why items were on the agenda, eg whether a paper was for noting, discussion, agreement, etc. The group then discussed the sharing of the information with Sectors.</p> <p>A proposal was made to split into small groups for some discussions during meetings to encourage everyone to participate.</p>	ALL

	<p>Topics were requested for workshops at GAPF meetings.</p> <p>Rachael Little asked that if anyone felt they were unable to comment during a meeting they could let her or Susan Coull know following the meeting.</p> <p>Rewards, Recognition and Retirement Awards:</p> <p>Gerry Lawrie reported that a paper would be presented to GAPF soon from the short life working group. The proposals would need resource to be able to develop a system for the whole of NHS Grampian.</p>	ALL
11	<p>Communication Messages to the Organisation</p> <p>Rachael Little would present the items from the last meeting and the current meeting in the Board Report for October. The following items were agreed to be included in the report:</p> <ul style="list-style-type: none"> • Acute Sector – Winter never goes away/Winter Plan • Staff involved in RACH TV programme • Mental Health and Learning Disabilities Violence and Aggression staff support • Two policies approved – mention the fixed term contract changes • Winter plan • Positive comments made recently about different groups of staff and the work they were undertaking 	RL
12	<p>Date and Time of Next Meeting</p> <p>The next meeting of GAPF will be held on Thursday 17 October 2019 at 1pm to 4pm in Conference Room, Summerfield House</p>	

Joan Anderson - nhsg.partnership@nhs.net