Tayside Area Partnership Forum

Minute of the above meeting held at 1.30 pm on Wednesday, 21 September 2016, in the Boardroom, Kings Cross Hospital

Present
Mrs Jenny Alexander, Staff Side, UNISON
Mrs Karen Anderson, Director of AHP’s
Mr Lindsay Bedford, Director of Finance
Mrs Jenny Bodie, Director of eHealth
Mr Mike Cafferty, Staffside, RCN
Ms Linda Clarkson, Staffside, UNITE
Mrs Gillian Costello, Nurse Director
Ms Ann Crozier, Staffside, UNITE
Mr George Doherty, Director of HR & OD
Mrs Margaret Dunning, Board Secretary
Mrs Judith Golden, Employee Director
Mr David Lynch, Chief Officer, HSCI, Dundee
Mr Mike McCabe, Staffside, RCN
Ms Kate McDermott, Staffside Lead – Transformation Programme
Ms Lesley Mc Lay, Chief Executive
Mr John McLeod, Staffside, CSP
Miss Helena Milosavljevic, Staffside, BDA
Mr Bill Nicoll, Director of Strategic Change
Mr Derek Riley, Staffside, UNITE
Mr Alan Small, Head of HR – Projects
Mr Christopher Smith, Head of HR
Mr Bill Troup, Head of Mental Health (Angus)
Ms Barbara Tucker, Staffside, RCN
Miss Lorna Wiggin, Chief Operating Officer
Mr Peter Williamson, Director of Health & Care Strategy

Apologies
Mr Ken Armstrong, Director of Operations
Mr Andrew Cowie, ACF Chair
Mr Allan Drummond, Staff Side, UNISON
Ms Ruby Macaskill, Staffside, RCN
Mr Alan Manley, Staff Side, UNISON
Mr Raymond Marshall, Staffside, UNISON
Mrs Jennifer Mudie, Associate Director of HR & OD
Dr Karen Ozden, Director of Mental Health/Associate Nurse Director
Mr Rob Packham, Chief Officer, HSCI, Perth & Kinross
Professor Andrew Russell, Medical Director
Mr Drew Walker, Director of Public Health

Attending
Professor John Connell, Chairman
Mrs Gayle Culross, Communications Manager
Mr Kenny Forbes, Staffside, UNISON (deputising for Raymond Marshall)
Mrs Susan Graham, Committee Support Officer
Mrs Jenni Jones, Associate Director of HR & OD
Mrs Nicki Owen, Staffside, UNISON (deputising for Mr Alan Manley)
Mrs T Williams, Associate Director, Improvement
Mrs Arlene Wood, General Manager, Surgery

Ms Lesley Mc Lay in the Chair
1. WELCOME / APOLOGIES

Ms McLay welcomed everyone to the meeting and apologies were noted.

2. DECLARATION OF INTEREST

There were no declarations of interest.

3. FEEDBACK AND DISCUSSION

As there were some technical problems with the projector, it was agreed that the minute and action points would be taken next on the Agenda.

4. MINUTE OF MEETING HELD ON 27 JULY 2016

NMC Revalidation
First para,
Mrs Costello reported that September was the intake month for graduates and those commencing nurse training.

Structure
Mr Doherty agreed to speak with Mr Drummond outwith the meeting, around structures.

Subject to these amendments, the minute was agreed as a correct record.

5. MATTERS ARISING AND ACTION POINTS UPDATE

Local Partnership Fora Programme
It was agreed that this would be discussed further at the Co-Chairs meeting the following week.

Welcome (Access To Papers)
It was reported that work is ongoing. Update to next meeting.

Five Year Transformation Programme 2016 – 2021
Professor Connell intimated that the work of the Transformation Programme Board was undertaken in reserved business, and therefore, the minute would not be available for circulation. He indicated that Judith Golden was a full member of the Transformation Board and could transfer any relevant information. The Chief Executive also sits on the Board, the Chairman attends routinely and Jenny Alexander is a main observer at Board meetings. The Transformation Programme is also a standing item on the APF agenda.

Mrs Golden accepted this was agreeable if she had permission to share information taken in reserved business with staff side colleagues.

Professor Connell stated that he was confident of her judgement in not exposing the organisation or personal matters that affect members of staff.

Mr Smith joined the meeting.

Mrs Alexander expressed she would like further clarity around what information could be shared. It was agreed this would be discussed outwith the meeting.
STAC – Agenda for Change Refresh

Mrs Golden informed members that she had attended a STAC away day the previous day.

A paper was tabled highlighting discussions that took place. Mrs Golden advised that discussions were taking place both nationally and at local level. Updates will be received from the Workforce and Governance Forum if there are any implications.

3. FEEDBACK AND DISCUSSION

Ms McLay welcomed Karen Anderson, Mike Cafferty and John McLeod, who had carried out a piece of work, following the Development Session on 3 May 2016.

Mrs Anderson advised there were four phases, namely:
- Planning Sessions
- Defining the questions
- Running the survey
- Analysing the results

Mr McLeod indicated that sustaining successful partnership required shared aims, effective structures and appropriate behaviours.

Answers received in connection with the Survey Monkey in relation to the Purpose of Partnership, included;
- Collaboratively working together
- More effective working
- Mutual understanding
- Working with staff groups
- Consistant approach

Responses highlighted that it was believed that the purpose of the APF was mainly the same as purpose of partnership.

Mrs Anderson indicated observations arising from the survey included that members were unclear of the role of the APF, and that it required to be more productive, stronger and more visible.

Mr Cafferty stated there was a clear difference between theoretical thinking and behavioural outcomes.

Included within the survey, members were asked what we should start, stop and continue to do.

Mr McLeod summarized some of the answers received around what should be stopped:
- Should be considering Board wide strategic matters
- Should not be withholding information that should be shared
- Displaying inappropriate behaviours

Mr Cafferty reported that there was a clear difference between staffside and management responses, although many of the key themes were similar.
Suggestions for the APF starting included:
- Collaborated Agenda Planning meeting
- More open and honest
- Trust
- Challenge Behaviours
- Joint decision making

Positives that should be continued:
- Commitment to partnership working
- Working towards shared values
- Valuing people
- Recognising and emphasising good work

Mrs Anderson highlighted that openness, honesty and fairness was required to enhance morale and ensure more efficiency, also working together with respect.

Mr Cafferty emphasized the Forum had to work together more effectively. He stated that we had listened to Norman Provan and Claire Ronald’s suggestions, and now everyone had a responsibility to take this forward.

It was agreed that the Forum would be divided into 3 separate groups to discuss further the following categories:
- Purpose
- Behaviours
- Structures

Ms McLay thanked Mrs Anderson, Mr Cafferty and Mr McLeod, for carrying out this valuable piece of work.

6. CLINICAL GOVERNANCE

i. Shaping Surgical Services
Ms McLay welcomed Mrs Arlene Wood and Mrs Tracey Williams to the meeting.

Mrs Wood advised that a presentation had been given to the APF earlier in the year, and it had been agreed that the Forum would be kept updated of progress. She advised that plans were in hand for a public consultation and moving forward with recommendations.

Mrs Wood reported of a new Associate Medical Director appointment, Professor Peter Stonebridge. A paper is being prepared for the Board. Testing will begin with people outwith Surgical wards.

Mrs Williams advised that the group had been re-engaging with clinical teams around the business case. Met with H&SCP in advance of Board meeting. Mrs Wood indicated a further update would be provided for the November meeting.

Mrs Tucker asked when the business plan would come to the APF. Mrs Wood explained the business case was presented at the May meeting. When finished and signed off, it would be circulated to clinicians and partnership representatives on the group.
Mrs Costello thanked the ladies for remembering to keep the APF updated.

Mrs Wiggin indicated a staff event had been organised and she encouraged staff to attend.

Ms McLay thanked Mrs Wood and Mrs Williams for attending the meeting.

7. POLICIES/PROTOCOLS

i. Fixed Term Policy

Mrs Golden reported that this policy had been agreed at the last WAG Forum meeting. APF members were in agreement to approving this policy and forwarding to Staff Governance Committee for sign off.

FEEDBACK AND DISCUSSION – NEXT STAGE (cont.)

The group was asked to split up again and pick which group they felt they had most interest in taking forward, the three groups being Behaviours, Purpose and Structures.

After discussion, each group was asked to report back on key areas they felt should be taken forward.

Purpose

Mr Nicoll advised that this group had suggested the following, “Working in partnership to create and improve the conditions for staff and quality of care for patients” as a purpose statement for the APF.

The groups suggested that the level of business undertaken within the APF should be addressed further and a workplan agreed.

Behaviours

Mrs Costello outlined suggestions made by this group:

- New members introduced to group.
- Create conditions – understanding who everyone is.
- Conditions for skillful challenge
- Communication at the end of the meeting - how we know we are making a difference
- Consider whether we reframe agenda – proprietary meeting prior to main meeting.
- Not always formal meetings
- Meetings in smaller groups
- Explore development needs, different leadership, different experience
- Trust and respect
- Recognise work that has been done around papers
- Leave with some outcomes
- Secure confidence
- Consider behaviours
- Through Chair, challenge behaviours
Mr Cafferty highlighted there appeared to be common agreement amongst the three groups.

Mrs Owen indicated that once purpose had been considered this would provide views for APF to naturally take forward agenda.

This group suggested:
- Celebratory presentations for staff
- Change how meeting is put together – glass half full rather than half empty.

It was agreed that further discussion was required and members were asked to set aside time on the morning of Wednesday 19 October 2016.

The following people volunteered to join with the original group to progress this work: Christopher Smith, Nicki Owen, Margaret Dunning, Mike McCabe, Barbara Tucker, Gillian Costello and Lorna Wiggin.

### 8. ANY OTHER COMPETENT BUSINESS

There was no further business.

Ms McLay asked APF members how they felt this meeting had gone. Mrs Bodie suggested having introductions at the beginning of the meeting. Mrs Alexander suggested name plates for members. Mr Doherty highlighted that the conversations had been the most meaningful he had experienced around the APF, as members had been engaging differently. Mrs Costello stated it was the first time she had heard laughter at the APF.

Mrs Anderson intimated this had been a huge learning curve and she thanked everyone for participating. Miss Milosavljevic stated she felt that barriers had been broken down.

Mrs Golden gave thanks, on behalf of the APF, to Mrs Anderson, Mr Cafferty and Mr McLeod for taking this work forward.

### 9. DATES AND TIMES OF FUTURE MEETINGS

- **APF Follow On Meeting:** Wednesday 19 October 2016, at 10 am in the Boardroom, level 10, Ninewells
- **APF Agenda Planning** Wednesday, 26 October 2016 at 1330 hours in the Boardroom, Kings Cross
- **APF** Wednesday, 23 November 2016 at 1330 hours in the Seminar Room, Kings Cross.