Tayside Area Partnership Forum

Minute of the above meeting held at 1.30 pm on Wednesday, 23 March 2016, in the Boardroom, Kings Cross.

Present
Mrs J Alexander, Staff Side, UNISON
Mr L Bedford, Interim Director of Finance
Mrs J Bodie, Director of eHealth
Mr M Cafferty, Staff Side, RCN
Mrs A Crozier, Staff Side, UNITE
Mr G Doherty, Director of HR
Mrs J Golden, Employee Director/APF Joint Chair
Mr A Manley, Staff Side, UNISON
Mrs E Masson, Staff Side, Society of Radiographers
Mrs L McCallum, Staff Side, UNITE
Miss K McDermott, Staff Side, SBH
Mrs L McLay, Chief Executive/APF Joint Chair
Mr J McLeod, Staff Side, CSP
Miss H Milosavljevic, Staff Side, BDA
Mr B Nicoll, Director of Primary & Community Services
Dr K Ozden, Director of Mental Health/Associate Nurse Director
Mr D Riley, Staff Side, UNITE
Mrs B Tucker, Staff Side, RCN

Apologies
Mrs G Costello, Nurse Director
Mr A Drummond, Staff Side, UNISON
Mrs M Dunning, Board Secretary
Mr R Marshall, Staff Side, UNISON
Mr R Packham, Chief Officer, HSCI, Perth & Kinross
Mr A Small, Head of HR – Business Management
Mrs L Wiggins, Director of Acute Services
Dr A Russell, Medical Director
Ms F Rooney, Director of Pharmacy
Mr D Lynch, Chief Officer, Dundee Health & Social Care
Ms M Manzie, Pharmacy Development Manager
Mrs V Irons, Angus Health & Social Care

Attending
Ms L Clarkson, Staff Side, UNITE (Shadowing)
Professor J Connell, Chairman
Ms S Hogan, Staff Side, UNISON (deputising for Mr Drummond)
Mrs E McKenna, Associate Nurse Director (deputising for Mrs Costello)
Mrs J Mudie, Associate Director of HR
Mrs N Owen, Staff Side, UNISON (deputising for Mr Marshall)
Mr N Provan, Scottish Partnership Forum
Mr A Radley, Consultant In Public Health
Ms C Ronald, Scottish Partnership Forum
Mrs L Smith, Personal Assistant
Mrs D Weir, General Manager, Infection Control

Mrs Judith Golden in the Chair
1. WELCOME / APOLOGIES

Mrs Golden welcomed everyone to the meeting, including Ms Claire Ronald and Mr Norman Provan from the Scottish Partnership Forum, who were present in the capacity as observers. She highlighted that their attendance was in relation to the review commissioned by the co-chairs.

Apologies and deputies were noted as above.

Mrs Golden advised that the Chief Executive was running late, therefore, the Transformation Programme presentation would be delayed and it was agreed to continue with the other agenda items.

Mrs Golden stated that an issue had been raised at the morning meeting regarding the difficulties being experienced by colleagues not being able to print papers and no internet access being available for some staff side. She highlighted that 500 pieces of paper had been circulated for this meeting and referred to the printing ban currently in place. It was noted that RCN colleagues also experienced problems in that IT would not allow them to access NHS Tayside’s internet.

It was agreed that Mrs Bodie would investigate this matter.

Mr Doherty acknowledged the difficulties outlined and recognised that there was a high volume of papers circulated for this Forum. He stated that with Staff Side’s permission he would have a conversation outwith the meeting with Mrs Bodie on how this should be handled. Mr Bodie stated that she was content to work with Mr Doherty to adopt a standard process.

It was noted that a small number of Staff Side colleagues and deputies could not attend the IJB meeting due to a diary clash. It was agreed that all future meeting dates should be checked with the Events Diary to avoid such clashes.

2. DECLARATION OF INTEREST

There were no declarations of interest.

4. MINUTE OF MEETING HELD ON 25 JANUARY 2016

Under Matters Arising And Action Points - Point 7. ‘Nurse Rostering Policy’ should read ‘All Policies’

Following the above amendment, the Minute of the 25th January 2016 was agreed as an accurate record.

5. MATTERS ARISING AND ACTION POINTS UPDATE

Mrs Golden stated that a number of the Action Points had not been updated from the previous meeting, however, she proceeded to go through these.

Local Partnership Fora Programme
It was noted that this item was complete.
Finance Report
Dr Ozden still to provide a response.

Mr Doherty confirmed that the work around nurse training is being progressed.

Health & Social Care Integration
Mrs McCallum asked if an invitation had been extended to the Council Staff Side to attend Partnership meetings. In response, Mrs Golden acknowledged that there was an appetite for partnership working within the IJBs and expected Council Staff Side Representatives to be included when the programme of Foras were being prepared.

Vale Of Leven/Grampian Report
It was noted that Mrs Weir had submitted questions some time ago to the Scottish Government, therefore, this item was complete.

It was noted that Mrs Weir’s update paper had been brought to this meeting and was not being put forward to the July meeting as stated in the Action Points Update.

HEI HAI Self Assessment To HIS
It was noted that this item was deferred to the July meeting.

Mrs Alexander referred to the HAI visit and asked for an update. She raised concerns that details of this visit had been reported in the media.

Mrs Golden agreed to pick this up following the Vale of Leven Report on the agenda.

Auditing Of Policies
Mr Doherty apologised for the failure to circulate a paper and agreed to defer the item to the next APF meeting.

SBH Mental Health Improvement Programme
Mrs Golden referred to the late submission of Dr Ozden’s paper and it was agreed to discuss this under the agenda item.

It was noted that the work around Workforce Planning was complete.

Property Update
Mrs Golden confirmed that meetings are continuing to take place with group members and that a fuller briefing would be shared with this group.

Transforming NHS Tayside
Mr Doherty reported that communication was still to circulated regarding the Staff Survey results.

Mrs McCallum welcomed the suggestion of a brief, however, she felt that further clarification for staff was required regarding the link between the Staff Survey and iMatter.

Mr Doherty agreed that the two were different but strongly related and agreed that clarity was needed.

Mr Riley highlighted that the perception was that iMatter is a questionnaire and the Staff Survey was supporting this, however, there is a need to be clear on the purpose of both.
6. **STAFF GOVERNANCE**

i. **Staff Governance Monitoring Framework**
   
   It was noted that Mrs Farquharson was not in attendance to talk to this item and Mr Marshall was on leave, therefore Mr Doherty agreed to talk to this.

   Mrs Golden commented that Staff Side embraced partnership working in relation to the work around the Monitoring Framework. She highlighted, however, that some of the quality of the submissions which were stated as being put forward by various Partnership Fora, had not been agreed in partnership.

   Mrs Golden asked if amendments had been made to the Monitoring Framework in relation to the content, as she was not aware of these. She advised that she had met with Mr Marshall and Mr Courtney to review the end product, however Staff Side had not been involved in the initial stages.

   Mr Doherty clarified that the submission to the Scottish Government was required in May 2016. He took on board Mrs Golden's comments, and asked if a request to the Scottish Government for a deferment would be helpful. Mrs Golden agreed to this on behalf of Staff Side.

   Mr Doherty stated that the development of this document in partnership was to remain a local process in terms of it's development, completion and return. He relayed his disappointment that this process had not been followed and recognised that improvements require to be made.

   It was agreed that Mr Doherty would communicate to the Scottish Government the requirement for a late submission prior to the 6th May 2016 deadline.

   **GD**

ii. **Auditing Of Policies**
   
   Matter carried forward.

iii. **Consultation On The People Matter Framework**
   
   Mr Doherty referred to the work being undertaken in connection with the organisation's Staff Governance Standards and Staff Experience. He reported that as discussed at the Staff Governance Committee in 2013/14 there was a request to develop a 'People Matter' Strategic Framework. A draft of this document has now been developed and required to go through the consultation process. Mr Doherty advised that the document, which outlines a number of commitments, was being circulated for formal consultation next week, along with a survey monkey. Following the consultation, the document will be formally finalised in May 2016, with a view to submission to the Staff Governance Committee at its meeting in June 2016.

   *Lesley Mc Lay joined the meeting.*

   Mrs McCallum sought clarity that this was a working document and that a mechanism was in place for updating.

   Mr Doherty confirmed that at a minimum the document would be updated annually and that a mechanism had been put in place to agree future changes.

   Mrs Alexander referred the APF back to agenda item 6 i, highlighting Appendix 1 of the PIN Compliance Report and stated that Staff Side were concerned regarding the implementation date.
Mr Doherty noted Staff Side concerns and agreed to ensure this was appropriately amended.

3. PRESENTATION

Transformation Programme
Mrs McLay referred to the three presentation slides which outlined NHS Tayside’s Transformation Programme designed to support the delivery of changes that will result in the outcomes as follows:-

- Improving patient outcomes, quality and safety – 2020 Vision
- Sustainable financial balance – balanced budgets and demand
- Cost effective service delivery – realistic medicine

Mrs McLay acknowledged that there is further work to be done and thanked Staff Side colleagues for their supportive comments around the programme. She referred to the programme being developed over 1, 3 and 5 years in order for the organisation to ensure it continued to deliver high quality care, while ensuring financial balance.

Mrs McLay referred to Slide 2 which detailed the programme’s governance structure. She stated that the Board recognised the organisation faced challenges around sustainable financial balance. She referred to the National Clinical Strategy and explained the need to demonstrate change and make this sustainable to cope with the challenges to meet the needs of patients and staff. This would be done in a measured and engaged way.

It was noted that Ms McLay was the Lead Officer for the Transformation Programme and that Non-Executives Mr Hay, Mr Cross and Mr Robertson, along with Mrs Golden and three Executive Directors had also been identified to take this work forward.

The Transformation Programme is made up of a number of workstreams which have been populated with key initiatives. There are a range of programmes, some of which are in the planning stage. These areas are actively being maintained within the Transformation Programme Executive Group, and although further work requires to be done and resources identified around this agenda, the shape and function of the process is up and running. This covered a wide range of diverse by critical work, including service design, medicine management, property disposal and key workforce issues.

Mrs Golden highlighted that the names of the workstreams may look different to colleagues around the table.

Mrs Golden referred to a benchmarking report against other Boards which was to obtain an understanding of where NHS Tayside is sitting, and asked Ms McLay if the report was available for circulation, along with the HR report.

Ms McLay replied that the Benchmarking report was a confidential report of which highlights had been shared. She stated that a number of requests for the report had been received, a draft version which had been adopted and agreed to share this with Mrs Golden.
Mrs Alexander referred to properties identified for possible closure in a Board paper which is to be circulated under Open Business for the March 2016 Board meeting, and raised concern that staff were still working in these areas. She asked if the details were given in the brokerage paper being put forward to the Scottish Government.

Ms McLay gave her assurance that conversations with staff have been open and transparent around the 2016/17 plan and no details regarding possible property closures should be published in which staff were unaware of.

Mrs Alexander sought reassurance that staff would not find out through media reports of property closures.

Mrs Bodie confirmed that representatives from staff side were on the Property Group and were working collectively together to identify properties for sale. Mrs Bodie agreed to share the Group’s plans with staff side.

Mrs Alexander stated that she appreciated this, however she reiterated that details of properties under consideration for closure were now available in the Board paper. Her concern was the lack of communication from management to staff as she felt they should not be reading it through the media, internet or Board papers.

It was agreed to follow up with staff side on concerns outwith the meeting.

Mrs McCallum stated that management should appreciate the difficulties for Staff Side when they are made aware of staff that may be at risk. Her view was that partnership working should be involved on each case. This was agreed.

Mr Riley referred to the benchmarking exercise and highlighted that the data provided should be accurate and measured like for like.

Ms McLay agreed and referred to the OP New to Return Ratio box highlighted in red under Slide 3. She stated that a high number of patients were returning to specialty. This was a core data set and she recognised that the data should be accurate and thanked Mr Riley for his helpful comment.

It was noted that a small number of mental health patients were still being treated within the private sector and that these were being closely monitored. Mrs Alexander commented that she had been informed at a Board meeting that these patients had now returned to NHS Tayside. Dr Ozden advised that each case was monitored on a day to day basis.

Mrs Golden asked for an update on the Corporate Review involving the Management/Admin & Clerical review.

Mr Doherty advised that a review was being undertaken of the organisation’s infrastructure. This was in the early stages and identified as a workstream.

Mrs Golden asked if Staff Side have been involved in this workstream, and Mr Doherty confirmed that an initial meeting was still to be arranged.

Dawn Weir joined the meeting
It was agreed that the Transformation Programme be a standing item on the agenda and Ms McLay and Mrs Golden to agree items for discussion.

7. CLINICAL GOVERNANCE

   i. NMC Revalidation
      Mrs McKenna referred to the paper circulated as self-explanatory which detailed the organisation’s current status in relation to revalidation. The paper was to give APF members an oversight and to note the progress being made to support preparation for NMC revalidation.

      Mr Manley referred to the last meeting of the group being cancelled and asked for clarity on communication to staff, around how to respond if not revalidated, as no guidance had been issued from the Scottish Government. He asked Mrs McKenna to outline the process in order that staff can be reinstated on the NMC Register.

      Mrs McKenna outlined that if staff fail to revalidate it can take up to 6 weeks to be reinstated on the Register. The organisation’s aim was to minimise the risk of non-revalidation, hence the support and information distributed to staff. She pointed out that the onus was on staff to be proactive.

      Mr Manley sought clarity on the next steps staff should follow if they fail to revalidate due to the information submitted not being robust. No guidance regarding this was detailed in the letter that had been issued to staff.

      Mrs McKenna confirmed that clarity is provided in NMC guidance and is available for all staff and managers. She highlighted that there were local supporting mechanisms in place along with providing information. This was subsequently confirmed and signed off by the staff’s line manager.

      Mrs Golden stated that Staff Side were content to accept the recommendation on Page 3 of the report and for NHS Tayside to continue to raise the profile and support staff. This was noted by APF members.

   ii. Vale Of Leven
      Mrs Weir detailed the background to the Vale of Leven Report and stated that following a lengthy and complicated inquiry the Report was published in November 2014. The fallout of the Report was that each Health Board was asked to complete a proforma and she went on to detail the background to this. She reported that since the initial assessment NHS Tayside was asked to input in June 2015. A letter of progress was published across Scotland which highlighted that similar Boards were in the same position and that continual assessments would be required. Mrs Weir stated that on a 2 yearly basis she collated responses on behalf of the organisation around the current situation and any progress made. She pointed out that this was an ongoing process and it should be recognised that the organisation will not always be fully compliant.

      Mrs Golden thanked Mrs Weir for her honest assessment, and agreed that it was an ongoing process.

      It was noted that Mrs Weir had not further contacted the Scottish Government Health Department for an update as this was not common practice.
iii. HEI HAI Self Assessment To Healthcare Improvement Scotland (HIS)

Mrs Golden referred to the HEI Report being reported in the media the previous night and asked if there was any intelligence. She asked on behalf of staff side that any communication is shared with them prior to being released to the media.

Mrs Weir detailed that three inspections had been carried out within four months in Perth Royal Infirmary, Ninewells Hospital and Arbroath Infirmary. Areas within these localities were measured against specific standards. Mrs Weir shared that the report detailed an improvement in infection control standards and was the best report the organisation has had for a significant period of time. It was noted that the report was being circulated within the organisation that day and Mrs Weir committed to thank all those involved for their effort and hard work.

Mrs McCallum asked if Support Services have been thanked for their efforts.

Mrs Weir replied that she had worked closely with this group of staff during the inspection and had put out a communication to thank them for their efforts. This was done as a matter of routine.

8. FINANCIAL GOVERNANCE

i. Finance Report

Mr Bedford referred to the Finance update paper and stated that there were still challenging times ahead. He referred to the various workstreams and the savings that require to be made. It was noted that the Procurement workstream was well advanced.

Mr Radley joined the meeting.

Mr Bedford stated that at its Board meeting next week, the Board would be asked to support the continuation of discussions with the Scottish Government in respect of brokerage.

Mr Bedford outlined the financial position for 2015/16 and referred to the submission of the Finance LDP which is to be submitted to the Scottish Government by the end of May 2016. He agreed to provide an update at the next APF meeting in May 2016.

Mr Manley referred to the additional £5.9M from SGHSCD funding allocated to prescribing and asked Mr Bedford to clarify if this amount was to be shared across other Boards in Scotland. Mr Bedford confirmed that that this figure was recurring and the organisation has been asked to plan on receiving a share of this amount, but would not be available until the next financial year.

Mrs Alexander asked for clarity in relation to what the savings and implementation costs were to-date regarding eRostering, and asked if there was a breakdown figure of savings.

Mr Doherty confirmed that eRostering was an enabler programme and the creation of rosters was to ensure transparency with no unnecessary costs incurred. There was a correlation with agency staff costs.

Mrs McKenna highlighted that eRostering was used to identify areas of inefficiencies and supplementary spend and that tracking KPI over time would see benefits.
Mrs Alexander acknowledged that she supported the eRostering computer system, however, there had been reported problems with the implementation. She was keen to have a discussion with Mrs Bodie to share problems and to see things at ward level.

Mrs Bodie agreed that this would be helpful as working practices have changed, and reminded everyone of the eRostering Programme Board. It was recommended that following Mrs Bodie and Mrs Alexander’s discussion, an update be brought back to this meeting.

9. OPERATIONAL STRATEGY

i. SBH Mental Health Improvement Update
Mrs Golden referred to the late circulation of Dr Ozden’s paper. She noted that due to the late receipt of this, and the embargo on printing, members had not been given appropriate time to read the paper, therefore, could not contribute.

Dr Ozden acknowledged that the paper was circulated late and apologised for this. She committed to attending a future meeting to consider more fully staff side’s comments.

Mrs McCallum stated she was content that a full staff side meeting would take place with Dr Ozden.

Dr Ozden recognised that there had been insufficient time to read the paper and agreed to summarise the main points.

Dr Ozden stated that the Mental Health Improvement Programme (MHIP) was established in 2013 to improve pathways of care. A proposal paper highlighting 5 aspects for consideration was submitted to the Board on the 10th March 2016. The 5 aspects were:

a) Note the concerns that the clinical and professional leads have identified in terms of sustaining safe and effective General Adult Psychiatry inpatient services on three sites across Tayside;

b) Approve the proposal that General Adult Psychiatry inpatient services are provided from two hospital locations in Tayside, instead of the current three, in order to secure the sustainability of responsive safe, effective and efficient services for people who require hospital care and treatment, based on the professional and clinical advice;

c) Decide the most appropriate process to agree the locations of the two hospital sites;

d) Note the work being undertaken to develop Business Continuity plans by the Associate Medical Director, Lead Clinician and Heads of Service, as presented in Section 10 Risk Assessment, and approve their implementation as necessary to ensure patient safety;

e) Note that detailed proposals for Learning Disability inpatient services will be presented separately to the NHS Tayside Board at their meeting in May 2016 once the engagement with relatives and carers has been completed.

Dr Ozden highlighted that there has been a full discussion around a proposal to reduce from 3 to 2 sites across the General Adult Psychiatry inpatient areas for the population of Tayside. The APF were asked to offer their added support for contingency plans to be implemented around this programme.
Dr Ozden advised that due to national and local shortages, there were currently 15 Consultant vacancies and significant vacancies in Junior Doctor rotas which would incur financial penalties for 2015/16. The Scottish Deanery have verbally been advised of the proposed changes.

Dr Ozden thanked Staff Side colleagues for their valuable contribution with local discussions. She intimated that further work still required to be done and sought further support from the APF for the implementation of a Continuity Plan to mitigate the current risk profile.

Mrs Golden noted the recommendations within the paper. She said that as part of the planning, Staff Side wished to continue to support the local communities.

Dr Ozden stated that the level of detail relating to this was still to be undertaken and that further options were being developed which would involve further engagement and methodology on engagement.

It was agreed that Staff Side would feedback to Dr Ozden their comments at the meeting.

ii. **Health And Social Care Integration Update**
Mr Nicoll referred to the paper circulated and informed members that this had been submitted to the Board which summarised the key issues. The purpose of the paper was to update members of the arrangements for the transfer of functions to the IJBs and highlight that the implementation date of the 1st April 2016 was rapidly approaching. Mr Nicoll praised HR and Finance colleagues for their work around the implementation of the scheme. He reported that in the previous week each of the IJBs have met and have caveated some of their agreements. It was recognised that the changes would not be immediate.

Mrs Golden thanked Mr Nicoll for his update.

10. **POLICIES/PROTOCOLS**

Mrs Golden referred to the list of Policies for approval and stated that the majority of these had already been agreed in partnership through WAG. She highlighted that the Smoking Policy is a management policy, with failure to agree previously having been noted.

**For Approval**

i. Inter Employer Grievance Protocol  
ii. Employee Conduct  
iii. Facilities & Time Off For Trade Union Duties  
iv. Breastfeeding & Returning To Work  
v. Parental Leave  
vi. Whistleblowing  
vii. Smoking Policy  
viii. Bank Policy

**Smoking Policy**

Mrs Golden referenced the SBAR in relation to E-Cigarettes and pointed out that there seemed to be a level of ‘thawing’ around the use of E-Cigarettes within NHS Tayside grounds. She quoted that the legislation stated that in the circumference area it was an offence to smoke a cigarette and was seen as a criminal offence.
Mrs Golden asked Mr Radley if his attendance was to note the change to the policy.

Mr Radley referred to science moving forward and that E-Cigarettes now play a major role in harm reduction. At the same time there is uncertainty on how the guidance on the implementation of the new Act will have an effect. Mr Radley hoped that at a future time the boundary would be agreed in partnership. He asked members to accept the changes.

Mrs Golden stated that Staff Side’s perception at the current time was to reserve the right to remain as a management policy, and thereafter when the legislation is brought in offer to regroup and take forward.

It was noted that there were still tracked changes on the Policy document.

Professor Connell highlighted that he is a member of the National Health Services Group and was disappointed that staff side could not assist with the banking of smoking in NHS grounds. He looked forward to new legislation coming into place, so it could then become a joint policy.

Mrs McCallum stated that Staff Side were not equipped to comment on criminal matters and raised concern on how these matters are dealt with within the Policy.

Mrs Golden pointed out that due to time constraints and printing problems, Staff Side have not had sufficient time to digest the content of the Policy.

Mrs Alexander pointed out that the tracked changes on the Policy should have been removed prior to being presented.

Mr Doherty agreed that policies should not be circulated if not fit for purpose and that any amendments should be agreed prior to the meeting. Mr Doherty agreed to pick this up with the Lead Officers, and highlighted the responsibility of WAG to ensure fitness for presentation.

Mrs Alexander reminded Mr Doherty that this had previously been raised at WAG.

11. FOR INFORMATION ONLY

i. Record of Attendance

Minutes of Meetings

ii. Minute of Staff Governance Committee held on 15 December 2015
iii. Minute of Workforce and Governance Forum held on 4 November 2015
iv. Minute of Communities Partnership Forum held on 22 January 2016
v. Minute of HSCI Partnership Board held on 27 January 2016
vi. Minute of Operational Risk/Health & Safety Management Group held on 30 October 2015

12. ANY OTHER COMPETENT BUSINESS

RCN Tayside Scottish Parliamentary Elections Hustings
Mrs Tucker communicated that the above event was taking place on the 13th April 2016 at 5.30 pm. Speakers at this event will include Shona Robison, SNP and Jenny Marra, Labour.
HR Attendance - Promoting Attendance At Work Meetings
Mrs McCallum wished it raised formally Staff Side’s concerns in relation to a communication that had been circulated to managers informing that there would be no representation from HR at Promoting Attendance At Work meetings within the Facilities Directorate, and it would remain the manager’s decision on what action should be taken.

Mr Doherty confirmed that within the Policy there was no requirement for an HR representative to attend these meetings. He said that he would be happy to have a conversation outwith the room regarding this matter.

Special APF
Mrs Golden highlighted that there would be a special APF held in order for today’s observers from the Scottish Partnership Forum to give feedback. The possible date for this was Wednesday, 27th April 2016, depending on other diary commitments.

13. DATES AND TIMES OF FUTURE MEETINGS

**APF Agenda Planning**  Wednesday, 27 April 2016 at 1330 hours in Judith Golden’s office, Ninewells

**APF**  Wednesday, 25 May 2016 at 1330 hours in the Boardroom, Ninewells Hospital