Tayside Area Partnership Forum

Minute of the above meeting held at 1.30 pm on Wednesday, 25 May 2016, in the Boardroom, Level 10, Ninewells.

Present
Mrs J Alexander, Staff Side, UNISON
Mrs K Anderson, Director of AHP’s
Mr K Armstrong, Director of Operations
Mr M Cafferty, Staff Side, RCN
Mrs G Costello, Nurse Director
Mrs A Crozier, Staff Side, UNITE
Mr G Doherty, Director of HR
Mr A Drummond, Staff Side, UNISON
Mrs M Dunning, Board Secretary
Mrs J Golden, Employee Director/APF Joint Chair
Mrs E Masson, Staff Side, Society of Radiographers
Mrs L McIay, Chief Executive/APF Joint Chair
Mr J McLeod, Staff Side, CSP
Dr A Russell, Medical Director
Mrs B Tucker, Staff Side, RCN
Mrs M Vannet, Staff Side, UNITE
Mr P Williamson, Director of Health and Care Strategy

Apologies
Mr L Bedford, Interim Director of Finance
Mrs J Bodie, Director of eHealth
Mrs V Irons, Angus Health & Social Care
Mr R Macaskill, Staff Side, RCN
Mr R Marshall, Staff Side, UNISON
Mr A Manley, Staff Side, UNISON
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 R Packham, Chief Officer, HSCI, Perth & Kinross
Mr D Riley, Staff Side, UNITE
Ms F Rooney, Director of Pharmacy
Mr A Small, Head of HR – Business Management
Mrs L Wiggin, Director of Acute Services

Attending
Professor J Connell, Chairman
Mr D Courtney, HR Lead, Business Management
Mrs J Duncan, Communications Manager
Mrs S Graham, Committee Support Officer
Mr G James, Shared Services
Mr S Lyall (deputising for Mr L Bedford)
Mr P McLoughlin, Associate Medical Director
Mrs N Owen, Staff Side, UNISON (deputising for Mr Marshall)
Mr A Pattinson, Transformation Programme Lead
Mr C Smith, Head of HR – Business Management
Mrs T Williams, Associate Director, Improvement
Mrs A Wood, General Manager, Surgery

Ms Lesley McLay in the Chair
1. WELCOME / APOLOGIES

Ms McLay welcomed everyone to the meeting. She spoke of the sad passing of our colleague Mrs Lesley McCallum, who would be fondly remembered.

2. DECLARATION OF INTEREST

There were no declarations of interest.

3. PRESENTATION

Shaping Surgical Services (SSS)

Ms McLay welcomed Tracey Williams, Phil McLoughlin and Arlene Wood to the meeting.

Mr McLouglin informed members that a Project Board had been set up and a number of engagement events arranged. He advised that a number of options for the service had now been condensed down to a final two options, which would go before the Board in June.

Mrs Wood reported that SSS was about providing a safe and effective surgical service for people in the right place at the right time. This was a clinically driven, managerially facilitated programme for service improvement and redesign. Work will be carried out in partnership with staff, patients, Public Partners and Communities.

Outcomes will include:
- Service improvement and service redesign
- Quality care
- Sustainability and affordability
- Workforce fit for the future
- More theatres, staff and beds
- Enhance patient experience and avoid cancellations

Mr Armstrong joined the meeting.

Mrs Wood advised that a Business Case was going to the Board in June. This would involve a 3 month consultation phase, followed by a planning phase and implementation phase.

Mrs Williams outlined that both elective surgery and unscheduled surgery is currently undertaken in PRI and Ninewells. She advised that Option A would move unscheduled surgery to Ninewells from Perth, providing an opportunity to use full capacity for elective surgery within PRI.

Mr McLoughlin advised that findings had been shared from a hospital/university in Boston, where unscheduled and elective surgery is kept separate.

A meeting is to be arranged with GP’s and Clinicians to agree what elective surgery goes to PRI.

A Surgical Treatment Centre is planned for Ninewells in the future.
Minute

NHS Tayside

Professor Connell asked about training pathways for Junior Doctors. Mrs Williams advised there would be a better training and learning experience for Junior Doctors with Option A. Professor Connell highlighted the need to sustain training.

Mrs Wood advised of a full medical workforce plan which is to be developed. Mrs Costello asked that consideration be given to including Nursing within the workforce model.

Mrs Wood advised that Gail Pennington was already providing support and that a Business Case would be produced.

Mrs Golden asked about implications for staff with different working practices on sites. Mrs Williams reported that a meeting was arranged for June with PRI ward staff and a meeting had already taken place with the Acute Receiving Team.

Mr Armstrong highlighted the implications for staff and patient groups with regard to the different workforce model in PRI, and in particular for AHP’s. Mrs Wood advised there had been AHP participation in discussions.

Mr Drummond asked about the risk in moving that amount of people. Mr McLoughlin advised that the majority of unplanned cases are phone calls from a GP, and the patient would then be directed to the Receiving Unit. Mrs Williams advised that a meeting was taking place the following day with Ambulance Staff. She also indicated that the vast majority of patients can wait between 5 and 8 hours, although there would still be a need for an on-call team for emergencies.

Mrs Vannet added that the organisation would have to ensure staffing levels within support services and medical records were adequate. She asked that staff side are kept involved.

Mrs McLay highlighted the need to build a sustainable service with the right staff. The organisation cannot continue to fail patients by cancelling surgery. A significant change is required and will be managed clearly and in partnership.

Ms McLay thanked Mr McLoughlin, Mrs Williams and Mrs Wood for the presentation. It was agreed that an update be provided for the July meeting, re how this is taken forward in partnership.

4. MINUTE OF MEETING HELD ON 23 MARCH 2016

Ms McLay advised that item 6 vi – Corporate Workforce Plan had been removed from the Agenda. Mrs Golden highlighted that both staff side and management were in agreement that there were some issues within the Plan, whereas usually it was only staff side that had issues. It was noted that an extraordinary meeting of the APF would be arranged.

Mrs Golden suggested that Band 1 Review was deferred to next meeting as both Alan Small and Raymond Marshall had submitted apologies. Mr Doherty indicated that as this was a national document, it would be sensible to note the paper.

Item 1 – Welcome/Apologies
Para 7 should read … It was noted that a small number of staff side colleagues and deputies could not attend the IJB meeting due to a diary clash with the APF meeting. Ensure referencing in the corporate diary.
Item 3 – Transformation Programme
Para 19, add … Dr Ozden stated this was monitored on a day to day basis.

Item 7 i – NMC Revalidation
Para 5 should read … Mrs McKenna confirmed that clarity is provided in NMC guidance and available for all staff and managers.

Following the above amendments, the Minute of the 23 March 2016 was agreed as an accurate record.

5. MATTERS ARISING AND ACTION POINTS UPDATE

Local Partnership Fora Programme
Report back to July meeting confirming progress. Mrs Masson advised that her local forum was experiencing problems with attendance. Mrs Alexander highlighted that the last Workforce and Governance Forum meeting was not quorate due to the absence of management members. It was agreed that Mrs Golden and Mr Doherty would address this issue.

MD

Transformation Programme
Mrs Golden asked again that the Benchmarking report is shared with Forum members. Ms McLay advised that the Benchmarking report was private and had not been shared with anyone. She highlighted that information from this report was included in the presentation.

Ms Dunning advised that arrangements were in hand to set up a Review Group, including staff side representation.

MD

6. STAFF GOVERNANCE

i. Staff Governance Monitoring Framework

Mr Courtney advised that work had been completed at local level and had been signed off by Local Partnership Fora. Mrs Golden reported that this had not been signed off by Local Partnership Fora.

Mrs Golden also indicated there was an issue around the Corporate Services Partnership Forum’s terms of reference.

It was agreed that Role and Remit of Corporate Partnership Forum would be reviewed and agreed around delegated authority with 2 Co-Chairs to allow paper to be forwarded to Staff Governance Committee.

LMCL/JG

ii. APF Annual Report

The Forum was content for the APF Annual Report to be forwarded to Staff Governance Committee.

LMCL/JG

iii. People Matter Strategic Framework

Mr Doherty reported that this document had been circulated for consultation. Comments had been received and this document will now go to the Staff Governance Committee for adoption in June. He advised that the Impact Assessment had still to be attached.
iv. Transformation Programme

Mr Pattinson reported that the 2020 vision programme commenced in January. Six workstreams have been set up. Mr Pattinson referred members to the Tayside Transformation model which will take work forward.

A Value your NHS intranet link has been set up and Value your NHS Suggestion Boxes have been distributed throughout the organisation and any good ideas will be given consideration. Mr Pattinson also advised of the ‘Go See’ project where a representative from the Transformation Team will visit an area where a suggestion has been made. He indicated there were many areas where instead of employing a contractor, the job can be carried out ‘in house’, thus saving money. He highlighted this was a way of letter staff know that we are available and willing to listen to them.

Mrs Duncan reported that suggestions are received through the Value your NHS website and also through suggestion boxes. Suggestions are passed by the Communications Department to the most relevant person and a response is provided to the member of staff making the suggestion.

It was agreed that examples of suggestions and how they have been taken forward will be presented at the next meeting of the APF.

It was agreed that Item 8 ii – Shared Services would be taken next on the Agenda.

Ms McLay welcomed Gordon James to the meeting. Mr James is currently carrying out a piece of work around Shared Services within NHS Tayside.

Mr James reported that Shared Services was established in January 2015 and a NHS Scotland Shared Services Portfolio Board was established in July 2015. A Design Authority has since been established along with a Customer Reference Group.

NHS Scotland’s Shared Services will transform the way support services are delivered by integrating services and working across boundaries.

Mr James listed some of the programmes where work will be taken forward:

- Laundry - business case will look at how we move forward across Scotland.
- Procurement
- Prescribing
- Logistics and Fleet
- Agency Staffing

Mrs Alexander asked that papers are shared with organisations outlining how this will affect the business running within NHS Tayside.

Mrs Golden indicated that there were a lot of management representatives sitting on these groups. Mr Doherty highlighted representatives from NHS Tayside should feedback.

Ms McLay advised of the accelerated programme because of the financial position. The paper presented to the Transformation Board will go to the Chief Executive’s group, to allow early visibility and engagement with the right people.
Mrs Golden asked that dialogue takes place internally between all representatives on these groups. She indicated that some Boards will be affected by services no longer being carried out in their area and asked if this was being carried out cost effectively. Mr James advised that costings had been undertaken nationally. There would be winners and losers, but savings overall. Ms McLay advised that further discussion would take place at Senior Leadership Team (SLT).

Mr Armstrong reported that Mr B Alexander had carried out a piece of work within the Laundry which had received a positive response. APF members asked for further information around this piece of work.

It was agreed that proposals would be brought back to the July meeting.

6. v. Outcome of Development Event

Mr Doherty advised that NHS Tayside had to review its approach over the next few years. Administration and management costs per head were significantly higher in Tayside than in other Boards. Mr Doherty intimated that he had based figures on comparisons between NHS Lothian and NHS Grampian, which were both teaching hospitals. Agency and Nursing costs were also significantly higher. The organisation has to drive down the use of agency staff whilst continuing to provide high quality and safe care. The only area within NHS Tayside which does not have a higher spend is Support Workers and Healthcare Assistants.

Ms McLay highlighted that by using this information, maintaining a status quo position was not an option. More work had to be carried out around the Workforce Plan. The organisation has managed to reduce management footprint over the last few years.

Mrs Golden asked how this would be drilled down to areas effectively. Mr Doherty stated that Local Partnership Fora will take this work forward.

Professor Connell intimated there was no right answer. The organisation is responsible for spending public money on patient care and with the geography of the organisation we have to determine how and where we deliver our services.

Mr Williamson suggested that the staffing could be right and the organisation of services could be wrong.

Mr McLeod highlighted that we should be careful that we know what we are comparing against. Mr Armstrong suggested we have to locate areas where we are making a difference.

Mrs K Anderson and Mrs Masson left the meeting.

Mrs Golden asked about copies of the slides as many people were unable to remember all that was in the presentation. Ms McLay highlighted she would prefer not to distribute as there was always a risk circulating confidential papers.

Mr Doherty intimated the organisation had to agree the best way forward for communicating in a meaningful way.

Mr Armstrong left the meeting.

Mr Cafferty reported that the group was currently arranging for a Survey Monkey questionnaire to be circulated to staff to investigate behaviours and attitudes. Mr McLeod highlighted the group was struggling to get dates in the diary.
It was agreed that information would be circulated prior to next meeting so discussion could take place at the July meeting.

7. CLINICAL GOVERNANCE
   i. NMC Revalidation

   Mrs Costello reported that all nursing staff within NHS Tayside that were due to revalidate had registered, with the exception of one, who had chosen not to renew.

   Support continues around learning with workshops scheduled. Re-registering is an ongoing process and Mrs Costello asked how long this item would require to remain a Standing Item on the agenda.

   It was agreed that Mrs Costello would provide an SBAR on how revalidation should be mainstreamed for the next meeting.

   Dr Russell highlighted that within Medicine, the appraisal rate was dropping as a result of problems securing appraisers. Mrs Costello advised that within Nursing, appraisers are aligned with Line Managers.

   ii. Vale Of Leven

       To July meeting.

   iii. HEI HAI Self Assessment To Healthcare Improvement Scotland (HIS)

       To July meeting.

8. FINANCIAL GOVERNANCE
   i. Band 1 Review

   This paper was noted.

   ii. Shared Services

   This paper was discussed earlier in the meeting.

9. POLICIES/PROTOCOLS

   There were no policies for approval.

10. RESERVED BUSINESS
   i. Finance Report (taken under Reserved Business)

11. FOR INFORMATION ONLY
   i. Record of Attendance

   This paper was noted.

   ii. NHS Tayside Healthy Working Lives Organisational Guidelines

   This paper was noted.

Minutes of Meetings
   iii. Minute of Dundee IJB Board held on 15 March 2016

   Noted
iv. Minute of Employability and Welfare Reform held on 13 January 2016  
v. Minute of TREATS Committee held on 25 August 2015  
vi. Minute of WAG Forum held on 2 March 2016  

12. ANY OTHER COMPETENT BUSINESS

There was no further business.

13. DATES AND TIMES OF FUTURE MEETINGS

APF Agenda Planning  Wednesday, 29 June 2016 at 1330 hours in Judith Golden’s office, Ninewells

APF  Wednesday, 27 July 2016 at 1330 hours in the Seminar Room, Kings Cross.