Tayside Area Partnership Forum

Minute of the above meeting held at 1.30 pm on Wednesday, 27 July 2016, in the Seminar Room, Kings Cross Hospital

Present
Mrs Jenny Alexander, Staff Side, UNISON
Mr Lindsay Bedford, Director of Finance
Mrs Jenny Bodie, Director of eHealth
Ms Linda Clarkson, Staffside, UNITE
Mrs Gillian Costello, Nurse Director
Mr Andrew Cowie, ACF Chair
Mr George Doherty, Director of HR & OD
Mr Allan Drummond, Staff Side, UNISON
Mrs Margaret Dunning, Board Secretary
Mrs Judith Golden, Employee Director
Ms Ruby Macaskill, Staffside, RCN
Mr Raymond Marshall, Staffside, UNISON
Ms Kate McDermott, Staffside Lead – Transformation Programme
Ms Lesley McClay, Chief Executive
Mr John McLeod, Staffside, CSP
Miss Helena Milosavljevic, Staffside, BDA
Mr Bill Nicoll, Director of Strategic Change
Mr Derek Riley, Staffside, UNITE
Professor Andrew Russell, Medical Director
Mr Alan Small, Head of HR – Projects
Mr Bill Troup, Head of Mental Health (Angus)
Mrs Marie Vannet, Staffside, UNITE
Mr Drew Walker, Director of Public Health
Miss Lorna Wiggin, Chief Operating Officer
Mr Peter Williamson, Director of Health & Care Strategy

Apologies
Mrs Karen Anderson, Director of AHP’s
Mr Ken Armstrong, Director of Operations
Mr Mike Cafferty, Staffside, RCN
Ms Ann Crozier, Staffside, UNITE
Mr David Lynch, Chief Officer, HSCI, Dundee
Mr Alan Manley, Staff Side, UNISON
Mrs Jennifer Mudie, Associate Director of HR
Dr Karen Ozden, Director of Mental Health/Associate Nurse Director
Mr Rob Packham, Chief Officer, HSCI, Perth & Kinross
Ms Barbara Tucker, Staffside, RCN

Attending
Ms Linda Clarkson, Staffside, UNITE (deputising for Ms Ann Crozier)
Professor John Connell, Chairman
Mrs Marie Johnson, HR – Resourcing (Observing)
Mr Ian McLaren, Head of HR – Planning & Information
Ms Anna Michie, Communications Manager
Mrs Nicki Owen, Staffside, UNISON (deputising for Mr Alan Manley)
Mr Chris Smith, Student (Observing)
Mr Christopher Smith, Head of HR – Business Management
Mrs Lorraine Smith, Personal Assistant (Minute)
Mr Bill Troup, Head of Mental Health (Angus)
Mrs Dawn Weir, General Manager, Infection Control
Ms Judith Golden in the Chair

1. WELCOME / APOLOGIES

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

Mrs Golden welcomed Mr Troup who was attending as IJB representative for Angus.

The following deputies/observers were noted as follows:

Mr Smith and Mrs Johnston (observing)
Mrs Owen deputising for Mr Manley
Ms Clarkesom deputising for Ms Crozier

2. DECLARATION OF INTEREST

There were no declarations of interest.

3. PRESENTATION

It was noted that there were no presentations

4. MINUTE OF MEETING HELD ON 25 MAY 2016

Outcome Of Development Event
Mrs Owen pointed out that under this item the discussion was around benchmarking rather than the outcome of the development event, and also the local framework had not been done in partnership.

Mr Doherty acknowledged this point and explained that this matter had arisen during the conversation and related to the sharing of information. Further discussion would be held at today's meeting.

Transformation Programme
Mrs Golden referred to the second last paragraph of this item and stated that she had asked to review Mrs Graham’s notes to extend the paragraph in relation to Mr Alexander receiving recognition for the work that he had undertaken within Laundry.

Following the above comments, the Minute was accepted as an accurate record of the meeting.

Minute Of Reserved Business

The Minute of Reserved Business was agreed as an accurate record of the meeting.

5. MATTERS ARISING AND ACTION POINTS UPDATE

Local Partnership Fora Programme
Mr Doherty advised that following a discussion with partnership colleagues it had been agreed to review each of the local foras to ensure sufficient quoracy and functions. This piece of work had recently commenced and a related event is being held on the 27th September 2016 with partnership co-chairs to discuss responsibilities and support. A report will follow following this event.
Mrs Alexander stated that although this was what had been agreed, nothing further had moved on.

Mr Marshall expressed concern at the lack of pace relating to this piece of work and reiterated the need for conversations to take place as soon as possible in relation to how the APF and the new Foras were going to work.

Mr Doherty stated that he did not disagree with the principle to strengthen how we operate and recognised that the general local fora agenda required to be moved forward prior to the 27th September 2016 to ensure proactive functional arrangements across the organisation. Mr Doherty reminded members that Mr Marshall and Mr Smith had been asked to lead this work.

Welcome (Access To Papers)
Mrs Bodie reported that names were being sought from those who required access to wifi in order to view committee papers either on a personal or organisation's device. A new protocol is being adopted which details the procedure for new members wishing access to committee papers. It was noted that this was being taking forward.

Shared Services
There were partnership representatives involved in Shared Services and it was suggested that perhaps two people were present from both staffside and management to take part in discussions.

Outcome Of Development Event
Mr McLeod advised that a Survey Monkey will be circulated to APF members at the beginning of next week for a 3 week period. He asked if members could participate in the online survey in which recommendations will be shared at the next APF in September 2016.

6. STAFF GOVERNANCE

i. Local Partnership Fora Programme
Discussed under Matters Arising And Action Points Update.

ii. Outcome of Partnership Discussion
Discussed under Matters Arising And Action Points Update.

iii. Welfare Reform
Dr Walker stated that he was the Executive Lead for this piece of work and referred to the update paper previously circulated. He highlighted the purpose of the paper was to report on the action plan put in place to mitigate the health impacts of the Welfare Reform on NHS Tayside staff. He highlighted that an entire chapter had been devoted within the Annual Report to the public health implications. Dr Walker also highlighted that the majority of the work had been undertaken by his colleagues.

Dr Walker welcomed questions from Forum members.

Mrs Vannet stated that she recognised the impact welfare changes had in the community and that this was a very relevant piece of work which often went unnoticed by the Local Authority. She appreciated that there were a number of people involved in this programme and praised their hard work.

Mrs Golden echoed Mrs Vannet's comments, however, she reminded Dr Walker that NHS Tayside had been down a similar path some years ago offering money advice
across the organisation from the Citizen Advice Bureau. At the time this advice was

only being offered to Ninewells staff and asked what could be done for Perth & Kinross & Angus staff. She appreciated that the majority of staff were based in Ninewells Hospital but it would be appreciated if employees from other sites could be involved.

Dr Walker thanked Mrs Golden and members for their helpful comments and stated that he would feed these back to his colleagues.

_D Walker left the meeting._

iv. **iMatter Progress Report**

Mr Doherty explained that the iMatter reports had been shared following conversations with Co-chairs of the Board. He pointed out that the APF should receive regular progress reports for the organisation. Mr Doherty referred to the summary reports shared in relation to the current position for the implementation process which detailed an Action Plan across each of the Directorate areas to June 2017. He reported that many of the areas will be at different stages of the iMatter cycle. As a Board NHS Tayside had been central to the development of iMatter and stated that the NHSScotland Report had also been shared to give an overview of overall Board scores to date and current responses.

Mr Riley queried that following the uploading of the iMatter Action Plans onto the portal, what measures were in place to ensure that Action Plans are being followed up on as this did not happen with previous Staff Survey results.

Mr Doherty replied that Action Plans were not routinely currently shared outwith the relevant teams. He referred to the Culture Diagnostic item next on the agenda, which is being supported by the Chairman, and the part that this will play in driving change within the organisation.

Mr McLeod advised that the national iMatter Group has been asked to look at the possibility of sharing reports with staff members as well as line managers. Initially line managers receive the report with a copy being given to team members a week later. Mr McLeod stated that information sharing was limited to staff with an email address and accepted that this did not capture every group of staff.

Professor Connell acknowledged the importance of iMatter and the need to develop a set of tools to enable NHS Tayside to establish their own cultural development programmes. He recognised the importance of staff involvement and said there should be awareness that not every member of staff is being captured.

Mr McLeod advised that for staff who do not have an email address, information is shared by sending paper copies. Professor Connell asked if the response rate was less from these staff, and Mr McLeod confirmed that there were fewer replies.

Mrs Bodie stated that every member of NHS staff is given an email address and that some PCs across the organisation are not well used. She said that staff should be encouraged to use these PCs with the support of their line manager.

Mrs Golden remarked that limited opening hours of the dining rooms was an issue for some staff in accessing PCs.

_Mrs Dunning joined the meeting._
Mrs Vannet stated that the practicalities and inaccessibility to IT systems was a major issue for some groups of staff, as well as receiving little encouragement from management to use the IT facilities available to them.

It was recognised that these issues required to be addressed.

Mrs Golden commented that the Operations Directorate were to go live on the 5th September 2016 in relation to the iMatter questionnaire, therefore, the paper version versus the IT system would be tested.

Miss Wiggin agreed to follow up on the issues raised by Staffside.

v. **Band 1 / 2 Review**

Mr Small referred to the paper previously circulated and stated that this was self-explanatory. The process to date was in line with the action plan received in May this year and new job descriptions had been developed in partnership with the exception of one, which was currently being evaluated by the Agenda For Change team. Mr Small reported that he was, along with Mr Marshall, meeting with small groups of staff to inform them of the process and action plan. Meetings were also taking place with the Pay Office to establish a timetable for payment and payment of arrears which would be backdated to the 1st July 2015.

Mr Small referred to two Scottish Government Circulars relating to this issue. He stated that the first of these was self-explanatory and the second Circular related to further guidance on pay protection arrangements.

APF members were asked to approve a 12 week reference period prior to the transfer date, however, if this timeline was to cause detriment to an individual the timeline would be reviewed on a case by case basis.

Mr Marshall agreed with the extension to the 12 week period depending on the circumstances of the individual and said it was important to have the correct timetable for staff to be paid.

Ms McLay referred to the content of the paper and stated this was helpful. She highlighted that it was important that a realistic and manageable timetable in relation to new rate of pay and any back monies was agreed and deliverable to this group of staff.

It was agreed that the action plan is communicated to APF members prior to the issue of a Vital Signs.

APF members agreed to the recommendations set out within the paper.

vi. **Culture Diagnostic**

Mr Doherty stated that following discussions with the Board there was a desire to revisit and refresh cultures and values within the organisation. He gave a brief summary on the content of the paper previously circulated for information. Working with Professor Michael West, the Kings Fund assessment toolkit was being adopted to undertake the initial diagnostic work in which it is recommended that the programme is run over two years. Mr Doherty advised that a steering group would be formed to include Staffside.

Mrs Alexander welcomed that this piece of work is being done in partnership and
highlighted the need for culture change as a major issue.

Mr Doherty stated that it was important that any areas of concern are identified and tackled, and to bring forward existing good practices and learn collectively.

Mr Riley asked how these issues would be addressed to ensure staff are working in a safe environment which enables them to speak up. Mr Doherty agreed that giving staff confidence would be one of the key challenges. He outlined that a diagnostic piece would brought to the Board in December 2016, and shared with the APF to give a sense of areas for development in order to inform an action plan.

Ms McDermott referred to the two year timetable and asked who will be taking ownership of its delivery.

Mr Doherty replied that he was hopeful that if agreed by the Board, this work would go beyond the two years and it would be part of “business as usual”. Ownership of the initial diagnostic toolkit would rest with Mr Doherty and Ms Jones on behalf of the Board.

No further comments or questions were raised.

Mrs Golden took the opportunity to congratulate three members present on the appointment to their new role – Miss Wiggin appointed as Chief Operating Officer, Mr Nicoll appointed as Director of Strategic Change and Mr Bedford appointed as Director of Finance.

7. CLINICAL GOVERNANCE

i. NMC Revalidation

Mrs Costello asked members to note the content of the paper previously circulated. She reported that a very sensitive month is approaching in that September is the intake month for those commencing nurse training, and planning was underway for this. She advised that the Scottish Revalidation Programme Board had been held on Monday with other Boards being in a similar position.

Mrs Costello went on to report that staff were now feeling more supported with the infrastructure in place and were becoming more familiar with the process.

Mrs Macaskill agreed that from a Staffside point of view, NHS Tayside were doing well.

Mrs Costello referred to the national work being undertaken, and through the pilot it had been recognised that Boards treated lapsed registrations differently. Work was ongoing to determine consistency and a series of meetings is currently being held. It is anticipated that at a meeting on the 6th October 2016 a national position will be agreed.

Mrs Golden expressed concern that following the agreement of a national position, there may be local implications. Mrs Costello stated that she was mindful of this.

It was agreed that items relating to the Nurse Revalidation agenda will in future be brought to the APF only in an exceptional basis.

Member accepted this proposal and Mrs Golden thanked colleagues for the work
ii. Vale Of Leven Report
Mrs Weir reported that a previous decision had been taken to provide regular updates at this Forum and asked APF members to note the most recent update within the paper.

Mrs Weir advised that the organisation had improved on a number of requirements which have been fully implemented, however she did highlight that further work still remains to be done.

Mrs Weir gave an update on NHS Tayside’s current position and stated that the actions mainly related to documentation and audit tools around nursing practice and care.

Mrs Golden asked what measures have been put in place to highlight any early warning signs of a lapse in systems, and Mrs Weir gave assurance that methods had been put in place to highlight very early triggers. She stated that there was Data Coordinator who reported at the safety huddle and a flow of medical and nursing staff documentation. Support is also received from the ANDs and AMDs.

Ms Wiggin added that a number of things had been expanded within the procedure to help identify early warning signs.

Mrs Weir was thanked for her update.

iii. HEI HAI Self Assessment To Healthcare Improvement Scotland (HIS)
Mrs Weir reported that NHS Board are required to submit an annual Self Assessment in June. She advised that over the last 2-3 years there had been a significant change in the evidence documents within the tool. As there was a degree of inconsistency in the submissions a decision was taken to significantly modify the Self Assessment. It was noted that the Self Assessment has now been signed off and submitted to the Scottish Government.

Mrs Weir advised that as in previous years the HAI Self Assessment can be accessed on Staffnet, however the new format did not provide the same reading material for staff members. This had been feedback to the HEI.

Mrs Golden commented on the appropriate staffing levels on the wards and asked how these would be achieved.

Mrs Costello stated that there were triggers used within the national nursing workforce tool created to balance importance of care and patient safety, and bank and agency staff would be used where necessary.

Ms Wiggin referred to the ‘daily huddle’ and how these were of benefit to managing staffing levels across the piece.

Mrs Golden thanked Mrs Weir for the update.

8. FINANCIAL STRATEGY
i. Finance Report
Mr Bedford apologised that he was unable to present slides he had prepared for the meeting therefore would give a verbal update.

Mr Bedford gave a detailed summary of the organisation’s current financial situation.
He advised that following the Board having put their annual accounts through the external audit procedure, NHS Tayside had put forward the 2016/17 submission at the end of June 2016 to the Scottish Government in line with their timetable. He stated that there was a minor underspend against Resource. Discussions were still to be held on how and when a period of financial cash injection from the Scottish Government would be paid.

Mr Bedford highlighted that the organisation was now in a new financial year and the three Integrated Joint Boards were now embedded which accounted for 48% of Tayside’s resource.

At the end of the first quarter there is an overspend position of £4.5M of which £2.9M represents a proportion of unbalanced Local Delivery Plan. Mr Bedford detailed the cost pressures in the system such as rotas for junior doctors medical staff training and winter surge beds. There is a shortfall on efficiency savings of £1.2M.

Mrs Smith to circulate slides relating to the financial update to APF members.

It was noted that a discussion was still to be held with the Scottish Government in relation to brokerage.

Ms McLay added that the priority is to deliver in-year balance. There was support for the current approach the work being undertaken was recognised by the Scottish Government.

Mr Riley referred to the combined brokerage and asked if discussions have yet to be held around repayment.

Ms McLay replied that the main focus is on this year’s financial balance and that brokerage discussions are ongoing with the Scottish Government.

Ms McLay stated that the organisation was working closely with the Scottish Government. She said that Mr Connaghan from the Scottish Government was present at the previous Transformation Board to understand the relevant issues and offer support on specific areas.

ii. APF Budget Statement
No comments were made regarding the APF Budget Statement.

9. OPERATIONAL STRATEGY
i. Structure
Ms McLay advised that conversations had already taken place with colleagues around executive structures. She said that the Executive Team structure had been approved by the Board and this had been shared with the Senior Leadership Team, but was not publicised widely within the organisation. The Board recognised that as part of last year’s review in relation to the new arrangements with the IJBs, this would lead to a change in some Executive roles. Ms McLay stated that she had worked closely with the Director of HR & OD and had commissioned some external HR support to offer important independent advice on the structure of the team.

It was noted that decisions were still to be made in relation to a further detailed structure.

Mr Drummond questioned that as an employer with embedded processes and policies, why the Executive Team structure had not gone through the organisational
Mr Doherty responded that in relation to the appointment to posts aligned to the Board, both he and the Chief Executive had attended a Staffside meeting in which detailed discussions had taken place regarding these issues. It was recognised that there was a need for change to reflect the new shape of the organisation. The Chief Executive had given her full commitment that all posts which would be affected by organisational change would fully comply with the organisation’s policies. Mr Doherty advised that Mrs Mudie was leading on initial discussions still to take place around how the structure would start to shape and discuss with wider teams through the recommended central corporate approach of a transition team, as had been adopted for the IJBs.

Mr Drummond sought reassurance that the new proposed structures would be presented before a Transition Team and Mr Doherty confirmed that in circumstances of change the Organisational Change Policy would apply.

Professor Connell commented that he strongly supported this structure and roles and that communication was important over the next month.

Mrs Alexander highlighted that Staffside were not opposed to the new structure, however they sought assurance that all proposed structure changes were carried out in partnership.

ii. Five Year Transformation Programme 2016-2021
Ms McLay referred to the document circulated with the suite of papers and confirmed that this document was an initial draft. She detailed some background to the creation of the document which was built on the key elements of the national strategies over a 5 year period and which was intended to outline key themes for staff and the public. This document had been put before the Board, along with a draft 1 year operational plan. It is the intention to engage and build on the document through the engagement process and to update this on a yearly basis.

Ms McLay explained that the 1 year delivery plan was a roadmap of the key actions and work plans of Board committees and how the organisation builds its plan for 2017/18. She highlighted that at present there was a difference in the planning cycle for the Local Authorities and Health Board.

Mr Marshall stated that it would be helpful to have sight of the Minutes from the Transformation Board meetings in order for Staffside to prepare appropriate questions in relation to areas of the Transformation Programme to ensure transparency on partnership working.

Professor Connell said that the papers from the discussions were not secret, and some were primarily, however agreed to explore Staffside’s request to share the Minutes of the Transformation Board.

Mrs Vannet commented this was a good quality document and would benefit health integration.

Ms McLay urged members to give feedback on the document. It was the intention to submit the 2017/18 version to the Board early next year.

Ms McDermott expressed the wish for a stronger statement on partnership working at the start of the document. This was acknowledged by Ms McLay.
It was agreed that APF members feedback any comments to Mrs Smith on behalf of Ms McLay.

10. POLICIES/PROTOCOLS

There were no policies for approval.

11. RESERVED BUSINESS

i. 1 Year Operational Plan
   This item was discussed under item 9 ii.

11. FOR INFORMATION ONLY

i. Record of Attendance

Minutes of Meetings

   ii. Minute of Corporate Partnership Forum held on 8 March 2016

12. ANY OTHER COMPETENT BUSINESS

   Nurse Agency Staff
   Mrs Macaskill reported that she had been advised by a non-contract agency member of staff that from the 1\textsuperscript{st} August 2016 there were to be no use of agency staff. She asked for clarification in relation to this statement.

   Mrs Costello stated that she was unaware of this and had not personally made any decisions.

   Ms Wiggin clarified that for patient safety there were no intentions to cease using agency staff at this time.

13. DATES AND TIMES OF FUTURE MEETINGS

   **APF Agenda Planning** Wednesday, 31 August at 1330 hours in Staffside Partnership Office, Kings Cross

   **APF** Wednesday, 21 September 2016 at 1330 hours in the Board Room, Kings Cross.

Meeting closed at 3.25 pm.