

## **Orkney NHS Board**

Minute of meeting of the **Staff Governance Committee of Orkney NHS Board** held in the **Brodgar Room, The Balfour, Kirkwall** on **Wednesday 27 November 2019** at **10.30 am**.

### **Present:**

Fiona MacKellar, Vice Chair (Chair)  
Issy Grieve, Non Executive Board Member  
Gerry O'Brien, Chief Executive  
Kate Smith, Partnership Representative

### **In Attendance:**

Ashley Catto, HR Manager  
Julie Colquhoun, Head of Corporate Services  
David Drever, Non Executive Board Member  
Lauren Johnstone, Committee Support (Minute taker)

### **535 Apologies**

Apologies were received from C Evans and D McArthur. F MacKellar chaired the meeting on behalf of C Evans.

The Vice Chair advised that C Werb, Staff Side Representative had recently stepped down from the group. It was confirmed arrangements to fill this position were in motion.

### **536 Declaration of Interests – Agenda Items**

There were no declarations of interest in relation to agenda items.

### **537 Minute of meeting held on 28 August 2019**

The minute of the Staff Governance Committee meeting held on 28 August 2019 was accepted as an accurate record and approved, subject to the following amendments:

Attendance List – Page 1 – D Drever should be noted under present and not in attendance.

392 Staff Governance Standards – Page 6 – Change 'workshop style environment' to 'discussion'

392 Staff Governance Standards - Page 6 – Remove "Ensure staff were not promoted beyond their capabilities".

### **538 Matters Arising**

#### 382 Workforce Report

The Vice Chair queried if the Workforce Report had since been discussed at SMT. The Chief Executive confirmed that these discussions had not yet taken place.

### **539 Action Log**

The Action Log was reviewed and corrective action agreed on outstanding issues (see Action Log for details).

#### 540 **Chairman's Report from the Board**

The Vice Chair highlighted the points from the Board meeting on the 24 October 2019

- Programme for Government. Key actions to take forward were discussed
- Good discussion held around climate change
- Overspend noted within the Finance and Performance Report. The Board were keen to stress that although the amount overspent matched the total locum spend, this was coincidental and that a range of matters were cumulatively responsible.

#### **Decision / Conclusion**

The Committee noted the Chairs reported highlights from the Board meeting.

#### **Governance**

#### 541 **Annual Report on Corporate Training, previous year's Learning and Development activity; Organisational Development**

The Head of Corporate Services delivered the Annual Report on Workforce Development Activity.

Key points highlighted from the report included;

- Compliance with statutory and mandatory training had improved significantly. The drive with migration into the new building had contributed to this along with the reduction in the number of courses required to be completed.
- NHS Orkney had 89 Nursing Students, 34 AHP Students, 46 Medical Electives and 2 Medical Students who all required support from the OD and Learning team as well as ongoing development opportunities.
- Establishment of a clinical skills development programme which has been delivered in house, critically evaluated in line with up to date clinical guidelines.
- Budget of £21,744 allocate against training licences, statutory and mandatory and to keep trainers accredited.
- Detailed workforce plans have been developed with teams, which is currently informing an in-depth workforce development plan covering from 2019 – 2022.

The Area Partnership Forum had previously requested a further breakdown and information on the statutory and mandatory training. The Head of Corporate Services drew member's attention to the newly included data.

K Smith questioned if the resuscitation statutory and mandatory training completion level covered only permanent staff. The Head of Corporate Service confirmed that this was the case and noted the low compliance within this area.

I Grieve queried if the number of students allocated placement at NHS Orkney impacted on existing staff within the wards. The Head of Corporate Services confirmed that in fact, NHS Orkney had capacity to take on more students and that the addition of these students had very little impact on staff time. She added that NHS Orkney was

fortunate to be a Board that many students wished to be placed in, many of these students would then apply for vacancies. K Smith wished to add that students were not here all year round, therefore there was not a constant presence.

The Employee Director commented that AHP students taken on were expected to be allocated two peers. She added that any unplanned absences had caused issues for the students in the past.

Members were informed that nationally there were issues with visa restrictions which were effecting many of the students from overseas.

The Head of Corporate Services reminded members of the positives delivered to the substantive workforce when students were taken on board. For example exploring new ways of working and knowledge that they bring was especially beneficial to those in smaller departments.

D Drever queried the meaning of SCOTTIE. The Head of Corporate Services advised that this was paediatric resuscitation training, mainly undertaken by consultants and midwives.

### **Decision / Conclusion**

Members noted the report.

## **542 Occupational Health and Safety Committee Constitution**

The Head of Corporate Services delivered the Occupational Health and Safety Constitution for approval.

Members were informed that the constitution had been updated to reflect new positions and reporting lines. With a history of poor attendance and chorusy issues, the constitution had been reviewed.

D Drever queried why attendance had been poor, especially with such a large membership. The Head of Corporate Services confirmed that as a result of the delivery of health and safety education throughout teams and raising the profile of this committee, it was felt that attendance would be improved and it was agreed that a quorum of 10 members was achievable.

The Chief Executive questioned if Robertson's FM were to be included within the membership of the group, given the maintenance contact of the new building sat with them. The Head of Corporate Services confirmed that this had been considered and that it had been made clear to Robertson's FM that they were to approach the Board if they wish to move this further. She added that there had been a number of Datix's submitted which had been the responsibility of Robertson's FM to provide a solution. It was hoped by the next meeting that there would be representation from Robertson's FM.

The Employee Director stressed the importance of ensuring that health and safety was not jeopardised or impacting negatively on staff or patients.

### **Decision / Conclusion**

Members approved the constitution on the subject of the minor amendment that the

Chair person is removed against the Head of Corporate Services Manager.

#### 543 **iMatter Report**

The Head of Corporate Services delivered the iMatter Report.

Members were informed that iMatter was a staff experience continuous improvement tool designed by staff in NHS Scotland. Throughout the analysis of iMatter there is a focus on 4 key performance indicators.

1. Response rate
2. No Report
3. EEI
4. Action Plans Agreed

NHS Orkney achieved the highest response rate of the territorial Boards in 2018; however this had dropped from 83% to 66% in 2019. The iMatter run had been rescheduled to not coincide with the migration, however once the migration date was changed this unfortunately clashed.

The Head of Corporate Services highlighted that in 2018 NHS Orkney celebrated with 81% of teams with action plans in place, this has significantly reduced in 2019. 11% of teams did not achieve the required response rate to create a team report.

At the August meeting, the Staff Governance Committee had requested a further breakdown by directorate which was presented to members. The Head of Corporate Services explained that the breakdown was by directorate and not necessarily by Director.

I Grieve queried if staff felt taking part in iMatter was a tick box exercise and wondered if there was value in the output. The Head of Corporate Services responded, and added that the outputs and actions were primarily dependant on the line manager. If this was not being completed or completed poorly then this could devalue the exercise.

D Drever stressed the importance of managers facilitating conversations with teams following these exercises to ensure that staff knew they were being listened to. The Head of Corporate Services advised that work was required to ensure that staffing structures were correct. Once completed, it was hoped the Organisational Development and Learning would approach teams to reinforce awareness and messages around low morale, sickness and absences.

The iMatter team are currently looking into a text message alert which would inform staff when iMatter surveys were available to complete. Next steps would be to look into an app to which the questionnaire could be run through. It was hoped that these initiatives would increase response rate, as it had been previously reported that often floor staff had little time to check email. Members were in agreement that this may appeal to our younger workforce, however stressed that options were provided for those how would not use this method.

Members queried if there were any large areas of concern within the organisation as a whole. The Head of Corporate Services confirmed that it was difficult to tell at this stage, and suggested that it was picked up as a separate conversation.

It was hoped that this year there would be as near to 100 per cent of action plans completed. The Chief Executive queried as to how the quality of the action plans could be assessed, and the number of plans which had not been submitted. The Head of Corporate Services advised that it was the responsibility of the manager to ensure that an action plan is submitted to an acceptable standard and that 55 teams from 78 this year had completed an action plan. She added that it was also the responsibility of the manager to ensure that submitted action plans were put in place.

#### **Decision / Conclusion**

Members noted the report and were appreciative of the further breakdown of information.

#### **Well Informed**

##### **544 Well Informed**

The Head of Corporate Services presented the paper detailing the baseline iMatter Well Informed Governance Standard.

Members were advised that “Well Informed” had reduced slightly since 2018, however we were very much within the “strive and celebrate” range with a Weighted Index Value of 78.

It was highlighted that the components had been broken down in relation to the questions asked within the report.

Members noted the comparison that although response rates had dropped, engagement levels had remained the same. I Grieve queried if the Board should continue to carry out the iMatter survey if no improvement was to be seen. The Head of Corporate Services advised that iMatter was a national required tool, and the question should be asked as to why the scores were not improving.

The Employee Director added that engaging with the process of the survey does have its benefits. It was identified that the biggest challenge was yet to come in terms of a fully integrated survey.

#### **Decision / Conclusion**

Members noted the report.

#### **Appropriately Trained**

##### **545 Appropriately Trained**

The Head of Corporate Services delivered the paper on Appropriately Trained. She highlighted that a large component of the report had been taken from the annual appraisal.

The Employee Director feedback that the TURAS sessions delivered at the staff conference were very helpful and had been well received. The Head of corporate Services confirmed that more sessions had been requested for staff.

#### **Decision / Conclusion**

Members noted the report

**Involved in Decisions that Affect them**

**546 Partnership Forum Chair's Report**

The Employee Director presented the Chairs Report from the Area Partnership Forum meetings held on the 20<sup>th</sup> August and 17<sup>th</sup> September 2019.

It was highlighted that there was a good discussion held around the 2020 May day holiday. It was agreed and confirmed that NHS Orkney would opt to hold the May day holiday on Friday 8<sup>th</sup> May 2020 to mirror the school closure.

The Employee Director advised that the new agreed date would be circulated throughout the organisation.

The Chief Executive stressed that no further changes would be made to this agreement.

**Decision / Conclusion**

Members noted the report.

**547 Meetings of Partnership Forum meetings held on 20 August 2019, 17 September 2019 and 15 October 2019**

**Decision / Conclusion**

Members noted the minutes provided.

**Treated Fairly and Consistently**

**548 Policies and Procedures**

**Management of Violence and Aggression Policy**

The Head of Corporate advised that the policy had been recently approved at the Occupational Health and Safety Committee. Minor amendments with regards to our approach to training were made after receiving some helpful feedback.

**Decision / Conclusion**

Members approved the policy. The Chief Executive requested that the dates on the cover sheet were updated to reflect the recent change

**549 Portable Appliance Testing Policy**

The Head of Corporate Services advised that this policy had been updated as a result of the migration to the new Hospital and Healthcare Facility.

K Smith queried if managers would be informed when policies had been approved. The Head of Corporate Services advised that information was disseminated within news briefs and uploaded to the blog which was available to all managers. The Chief

Executive added that there was an element of responsibility from employees to ensure that they are up to date with current information.

### **Decision / Conclusion**

Members approved the updated policy.

#### **550 'Once for Scotland' Policies and report on status of PINs and progress against Human Resources policy timetable**

The Human Resources Manager delivered the report on the 'Once for Scotland' Policies and status of PINs against the policy timetable.

Members were informed that on 23 October 2019 the Scottish Workforce and Staff Governance Committee (SWAG) formally approved Phase 1 of the 'Once for Scotland' Workforce Policies Programme. This comprised the following workforce policies:

- Attendance
- Bullying and Harassment
- Capability
- Conduct
- Grievance
- Workforce Policies Investigation Process

A letter received from SWAG informed the Board of a soft launch of the policies within cohort 2 between 1 November 2019 and 29 February 2020 ready for full implementation in March 2020. Members were informed that the Area Partnership Forum had agreed to establish a short life working group to which would draft an implementation plan.

Cohort 2 addresses the remaining PIN policies;

- Embracing Equality, Diversity and Human rights
- Gender-Based Violence
- Managing Health and Safety at Work
- Personal Development Planning and Review
- Redeployment
- Safer Pre and Post Employment Checks
- Secondment
- Supporting the Work-Life Balance
- Use of Fixed Term Contracts
- Facilities Arrangements for Trade Unions and Professional Organisations

The delivery of this cohort would follow a similar path as cohort 1 allowing the opportunity for comments and feedback following a soft launch.

Members were informed that all policies would be uploaded to the online platform.

The Employee Director confirmed that a meeting of the short life working group had been arranged and all those involved were very aware of the tight timetable. Staff side discussed the implementation of the policies and stressed the importance of supporting our Human Resources workforce throughout.

The Human Resources Manager updated the Committee on the progress of the PIN policies. It was confirmed that the Area Partnership Forum had approved the Shared

Parental Leave (Birth) and Shared Parental Leave (Adoption) policies and requested approval from the Staff Governance Committee.

#### **Decision / Conclusion**

Members noted the update and presentation. The Committee approved implementation of the Shared Parental Leave Policy (Birth) and Shared Parental Leave Policy (Adoption).

#### **Provided with a Safe Working Environment**

#### **551 Occupational Health and Safety Chairs Report**

The Head of Corporate Services presented the Chairs Report from the Occupational Health and Safety meeting held on the 2<sup>nd</sup> October 2019.

Members of the Occupational Health and Safety Committee held a discussion around the annual report which had been received in relation to the exposure of sharps. She added that NHS Orkney had 15 needlestick injuries reported in the year with only one classed as a significant Occupational Health exposure which was RIDDOR reported.

The Committee approved the Management of Violence and Aggression Policy and the Portable Appliance Testing Policy for submission to the Staff Governance Committee. The group were invited to comment on the Young Persons Protocol and Lone Working Policy.

The Committee received the Fire Risk Assessment for The Balfour, which included a number of comments/points for noting. A follow up visit from the Boards Advisors was to take place in December. The Committee also noted the Fire Safety Inspection findings from an initial review of the Clinical Support Building. The report highlighted a number of housekeeping issues which would be followed up.

The Head of Corporate Services was pleased to announce that the flu vaccine uptake was sitting at 56 per cent against the 60 per cent target for 2019/20. She added that next year they would work on the process of GPs informing the Board if employees had been vaccinated within their own clinics. Members were in agreement that the situation of the clinic (pod behind the main reception) was a good area.

The report concluded that Occupational Health had been unable to deliver vaccinations this year due to capacity challenges. The Staff Flu Immunisation Project Team would be exploring peer vaccination for next year.

#### **Decision / Conclusion**

The Committee noted the report.

#### **552 Information Governance Chairs Report**

The Head of Corporate Services delivered the Chairs Report from the meetings of the Information Governance Group on the 1<sup>st</sup> August and 3<sup>rd</sup> October 2019.

She advised members that a gap analysis had been undertaken by the Information Governance Officer which was shortly followed by an internal audit. As a result of this audit, information governance awareness sessions would be scheduled for staff.



K Smith felt that there was a requirement for practical guidance on image sharing. The Head of Corporate Services agreed to report this back to the Information Governance Officer.

Members were advised that within the new GP contract, there was requirement for a Data Protection Officer in order to support and advise. It was anticipated that this would exceed our current arrangement with Orkney Islands Council of 7.5 hours per week. This would be looked into further as there were currently no confirmed requirements. The Employee Director queried if GPs would be required to fund or contribute to this position. It was confirmed that NHS Orkney was to provide this service using funding received from the GP contract.

The Head of Corporate Services advised that the purpose of this report was to provide the Staff Governance with an overview of the business and to provide assurance around data.

### **Decision / Conclusion**

The Committee noted the report.

## **553 Workforce Report**

The Human Resources Manager delivered the report giving an overview of workforce related information for the second quarter of the 2019/20 financial year (July-September). She added that this was the second of the new dashboard style reports and continued to welcome feedback on both the content and presentation.

The key points were highlighted to members;

- Overall head count had increased
- Increase in Nursing and Midwifery bank usage
- Increase in Medical and Dental bank usage
- Static sickness absence of 4.46%
- Reduced turnover

Members were introduced to this quarters “hot topic” Medical and Dental. The Human Resources Manager advised that NHS Orkney relied on Locum appointments to fill a significant number of Consultant vacancies (either substantive or due to sick leave). Whilst the spring 2019 round of recruitment had been successful in appointing to posts in Anaesthetics (2 X 26 week on Island appointments were made) other posts remained vacant. In an effort to minimise Locum spend, substantive Consultant General Surgeon, Physician and Obstetrics’ and Gynaecology posts were due to be re-advertised with late November 2019 closing dates, and early January 2020 interview dates.

Members were advised that since the implementation of JobTrain, this would allow us to produce more detailed reports around vacancies. The introduction of JobTrain was noted as going well, however some feedback received highlighted that the documentation process was lengthy.

There was a discussion held around the reporting of changes within senior manager’s roles for example; job title, roles and responsibilities or banding. The Employee

Director and Chief Executive were in agreement that this should not be reported on as it would not be expected for any other staff group. I Grieve clarified that this was raised in terms of the financial impacts. The Employee Director agreed that structural changes should be reported on.

Discussion was held around the challenges faced within recruitment. Members were in agreement that improvements could be made in order to manage processes better.

The Head of Corporate Services highlighted to members that there were many vacant posts which were not being recruited to at the moment, for example Dental. She added that it would be useful to know the Occupational Health and Human Resources key performance indicators including staff waiting times for appointments. It was felt that employee relations should be included within the report, however ensuring that the information was not over analysed and becoming identifiable.

It was suggested that the Head of Corporate Services and the Human Resources Manager met to discuss this further.

The Employee Director queried if it was possible to report on impact on teams during the time an employee was being supported in their return to work. The Human Resources Manager advised that there was no immediate way of pulling this information.

### **Decision / Conclusion**

Members noted the report

#### **554 Risks**

No items this meeting

#### **555 Issues Raised from Governance Committees**

There had been no reports from the Chairs of the Governance Committees regarding cross committee assurance.

#### **556 Agree any issues to be raised to Board/ Governance Committees**

The Committee agreed that the following items should be reported to the:

##### **Board**

- iMatter Report
- Once for Scotland Update
- Workforce Report

#### **557 Any Other Competent Business**

##### **Recruitment of Pharmacist**

The Chief Executive advised members of the committee that attempts were being made to recruit a Pharmacist, a post which had been vacant for some time. He added that the Pharmacist was currently recruited to a higher banded position within another Board and for the better good of the service, NHS Orkney had agreed to offer the vacant position at a higher starting pay point on the originally advertised scale.

The Chief Executive explained that NHS Orkney were currently paying £3000 per week on Locum cover for this position, however offering an increased starting point to the candidate would cost around £3000-4000 per year.

Retirement of Director of Workforce

The Human Resources Manager informed the Committee that A Ingram, Director of Workforce had officially retired. She requested that distribution lists and committee memberships were updated to reflect this.

**558 Schedule of meetings**

The schedule of meetings for 2019/20 was noted.

**559 Record of Attendance**

The record of attendance was noted.

**560 Committee Evaluation**

Members commented that there had been lots of good discussion and was a well timed meeting.

Meeting closed at 1300