

Orkney NHS Board

Minute of meeting of the **Staff Governance Committee of Orkney NHS Board** held via **MS Teams** on **Thursday 9 July 2020** at **10.00 am**.

Present:

Caroline Evans, Chair
Fiona MacKellar, Vice Chair
Julie Colquhoun, Head of Corporate Services
Issy Grieve, Non-Executive Board Member
David McArthur, Director of Nursing, Midwifery, AHP and Acute Services
Kate Smith, Partnership Representative
Jason Taylor, Whistleblowing Champion, Non-Executive Board Member
Barbara Womack, Practice Education Facilitator

In Attendance:

Helen Freeman, Director of Medical Education
Callan Curtis, Support Officer
Lauren Johnstone, Committee Support (Minute taker)
Kenny Low, Value and Sustainability Lead
Steven Phillips, Human Resource's Manager
Ingrid Smith, Human Resource's Manager

422 Apologies

Apologies were noted from S Johnston.

423 Declaration of Interests – Agenda Items

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

424 Minute of meeting held on 25 May 2020

The minute of the Staff Governance Committee meeting held on 25 May 2020 was accepted as an accurate record and approved, subject to the following amendments:

201-iMatter

“positive forward footing” to read “positive move forward”

Attendance List

I Smith job title to be noted as Human Resources Manager rather than Senior Human Resources Manager.

J Taylor to be listed under “present” rather than “in attendance”.

425 Matters Arising

Medical Appraisal and Revalidation Quality Assurance Review

The Director of Nursing, Midwifery, AHP and Acute Services agreed to follow up

this matter with H MacPherson.

Staff Health and Wellbeing

The Vice Chair highlighted that nationally the implementation of a Mental Health and Wellbeing Champion had accelerated at pace and was concerned that progress was slow within the Board in terms of acknowledging and recognising staff efforts throughout the Covid-19 pandemic.

The Board Chair advised that progress was being made and anticipated arrangements to be finalised soon.

It was reported that many other ideas were being explored through the Staff Health and Wellbeing Programme which incorporated a focus on working and responding proactively rather than reactively.

426 **Action Log**

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

427 **Chairman's Report from the Board**

The Chair highlighted the areas that had been discussed at the Board meeting on the 28 May 2020 and 25 June 2020

- Temporary Contacts due to Covid-19
- Data Breaches
- Staff Health and Wellbeing

Members were informed that there was an agreed concern around Information Governance and following this the Interim Chief Executive had initiated an investigation around the recent breaches.

Decision / Conclusion

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

Governance

428 **Area Partnership Forum Annual Report – SG2021-08**

The Vice-Chair delivered the Area Partnership Forum Annual Report to the Committee to provide assurance that the Forum had fulfilled its remit as far as possible as detailed within the Area Partnership Forum Agreement and Constitution.

It was reported throughout 2019-20 that the Area Partnership Forum had fulfilled the remit to meet monthly with the exception of two meetings, one during the move to the new Hospital and Healthcare facility and a second meeting which changed format in order to hold a recruitment stakeholder event.

The Vice Chair commended the members of the Area Partnership Forum for their involvement and contribution to meetings which had held rich debate and discussion.

Decision / Conclusion

Members noted the Annual Report.

429 Remuneration Committee Annual Report – SG2021-09

The Chair presented the 2019-20 Remuneration Committee Annual Report for noting and information.

Decision / Conclusion

Members noted the report.

430 Report on Circulars

The Vice Chair delivered the report on circulars for information and noting.

Decision / Conclusion

Members noted the summary of circulars; no further comments were received.

Organisational Culture

431 iMatter

The Head of Corporate Services delivered a verbal update on the position of iMatter reports.

Members were informed that the iMatter programme remained paused as discussions continued nationally to agree next steps. It was reported that a small number of Boards had commenced action planning within individual teams, however the focus within the majority of Organisational Development & Learning teams remained redirected supporting staff health and wellbeing.

Decision / Conclusion

Members noted the update.

432 Staff Governance Action Plan

The Head of Corporate Services advised since the last meeting of the Staff Governance Committee, there had been no progress in establishing a group to drive forward the action plan. As the organisation moved into recovery and remobilising business as usual, efforts would be made to progress where possible.

Decision / Conclusion

Members acknowledged the challenges the organisation had faced over the previous months and noted the commitment to progress where possible.

Well Informed

433 HRD Update – SG2021-10

The Head of Corporate Services presented the update report to members. Key updates highlighted were;

Shielding

In light of the continuation of shielding until at least 31 July 2020, service delivery would remain significantly impacted. In response to the guidance a generic risk assessment template was approved by the Occupational Health and Safety Committee to enable managers to consider on an individual bases the risk factors and adjustments that could be made to enable someone to return to work

Quarantine

With the exception of some countries, staff entering Scotland from out with the UK were subject to quarantine. Discussions were ongoing as to whether those who wished to travel abroad would be required to build quarantine time into leave unless able to work from home safely. It was noted that no formal guidance around this had been received from the Scottish Government.

Test and Protect

The Test and Protect service was confirmed operational from a workforce perspective. It was reported that a number of questions had been submitted to the Scottish Government requesting clarity around the expectations.

Face Coverings

It was reported that guidance received from the Scottish Government had been widely shared and publicised.

Ethnicity and Race Equality

Whilst having little impact on NHS Orkney, the Board remained highly aware of inequalities which had been highlighted by the pandemic and Black Lives Matter movement. It was confirmed that Human Resource Directors would be working with a national team to co-produce an action plan in order to resolve issues. Assurance was received that those within the workforce affected had been identified.

Restarting National Projects

A number of national projects paused due to the pandemic, had started the remobilisation process. Projects included were;

- Job Evaluation
- RRP (Recruitment and Retention Premia)
- Appraisal and Incremental Progression
- Organisational Change
- Paid As If At Work
- Maternity Continuity of Care
- Scottish Distant Islands Allowance

In addition to the items listed above, discussions were held around the Whistleblowing Standards which were due to be implemented on 25 July 2020. It is anticipated that the standards will be in place by March 2021 however, there had been a large amount of pushback from the HRD Community due to other pressures for example workforce. The importance of progressing with this piece of work had been acknowledged.

J Taylor advised that he had not been made aware of any further information pertaining to the Whistleblowing Standards.

Members acknowledged the risks presented especially within smaller teams following the extension of shielding and the potential leave required should a staff member be required to quarantine following a trip out of the UK.

In relation to Test and Protect, the Vice Chair reported that clarity was required on the process to follow should a staff member test positive, specifically if tested positive whilst at work or, should a colleague test positive.

Discussion was held around the BAME workforce, members agreed that assurance on progress should be reported to the Board.

Decision / Conclusion

Noted the report and agreed to report on assurance to the Board on the BAME workforce.

434 HR / OHS Transition – SGC2021-11

The Head of Corporate Services delivered the status report following the transition of Human Resources and Occupational Health Services in house.

The report advised the Committee that on the lead up to the transition of services, NHS Orkney met with NHS Grampian on a fortnightly basis. Throughout, assurance was given by NHS Grampian. Whilst some matters would continue beyond the Service Level Agreement period, NHS Orkney had not been made aware of the quantity of outstanding matters. Many staff had waited unacceptable periods of time to be seen, it was made clear that would not continue going forward.

Members were informed that this paper was to raise awareness to the outstanding issues and to provide assurance that progress was being made in resolving these. A sample of issues included;

- A number of individual and team mediation sessions not progressed, some going back to early 2019.
- Outstanding grievances related to old investigations.
- Consultant contracts not being processed, some going as far back as late 2019
- Delay in issuing GP contracts
- Job Plans not in place for all Consultants and Specialty Doctors.
- 10,000 plus sickness hours unmanaged
- A number of policies not up to date some going back as far as 2015 for example Relocation Policy, Whistleblowing Policy
- A number of cases that would have been closed if facilitation or mediation had been arranged within a timely manner
- Inconsistent application of DIA payments

The recently appointed Human Resources Manager had prioritised a review of all outstanding issues, reporting weekly on progress. The Head of Corporate Services was pleased to confirm that many of the outstanding cases had already been

resolved and the remaining were being approached on a priority basis.

Praise was given to the Human Resources Team following feedback from UNISON representatives.

Decision / Conclusion

Members noted the report.

Appropriately Trained

435 Medical Education – SG2021-12

H Freeman, Director of Medical Education attended to presented the paper on Medical Education within NHS Orkney.

The paper reported the opportunities to expand both the undergraduate and postgraduate medical education within NHS Orkney. Expanding the opportunities had the potential to impact locally on recruitment through early exposure to rural medicine, creating a more resilient junior tier and offering training and academic opportunities to senior clinicians supported by additional costs of teaching (ACT) funding. It was acknowledged that achieving this would involve the Medical Education Lead and Director of Medical Education having the opportunity to contribute to workforce discussions, and gain insight to the current aspirations of senior leadership in terms of overall strategy for the Board.

Currently NHS Orkney had limited numbers of both undergraduate and postgraduate learners placed within the Board. It was hoped that the paper presented would give members an opportunity to explore the capacity available to develop medical education further and how this would benefit the Board and Community for future staffing and recruitment.

In the past year, NHS Orkney reported small numbers of medical students rotating through primary care placements on electives or GP blocks. A University of Aberdeen student selected module was planned to run in Orkney in March which unfortunately, was cancelled due to Covid-19. The impact of such limited activity would reduce additional costs of teaching (ACT) funding in the next financial year. Postgraduate placements were currently limited to GPSTs rotating through hospital placements in medicine/surgery or practice placements as part of the North of Scotland Rural Track programme.

The benefits of increasing student experiences in Orkney included;

- Teaching is supported by ACT funding which could be used to support faculty costs and the purchase/development of resources
- Increased undergraduate activity providing the potential for sessional recruitment of faculty to support teaching and opportunities for trainers to develop academic educational roles
- Development of a strong educational ethos and exposure at undergraduate level may create further opportunities for postgraduate training
- Potential to bid for Foundation (FY2) post as the programme grows

It was suggested that FY2 placements could rotate between Orkney and Caithness to give a rural experience across Medicine, Surgery, Primary Care and

Psychiatry. These posts were recruited nationally, and had basic salaries funded by NES, therefore only the banding cost sat with the board providing a potential cost saving to the current staffing model.

The Director of Nursing, Midwifery, AHPs and Acute Services noted his support to the proposal and thanked the Director of Medical Education for the optimistic and detailed paper presented. Concern was raised at the current lack of permanent Consultant cover and reported previous issues with GPST's requiring to be filled with locum staff.

J Taylor noted the many benefits within the proposal and queried if there would be any significant disadvantages or cost implications that could present. The Director of Medical Education advised that an increase in students tended to increase funding available to the Board. She added that accommodation was required for the students whilst on the island but funding was also available to support this.

I Grieve expressed her enthusiasm towards the proposal and the prospect of attracting new students to the Board, however raised concern at the current availability and quality of accommodation available.

Decision / Conclusion

Members noted the report and agreed to escalate concerns pertaining to the provision of accommodation for students to the Board.

436 Annual Nursing Revalidation Report – SGC2021-13

The Director of Nursing, Midwifery, AHP and Acute Services delivered the 2019-20 Annual Nursing Revalidation Report for information.

It was highlighted to the Committee that Covid-19 had adversely affected the revalidation process therefore a three-month extension on revalidation from the NMC had been welcomed.

Assurance was given to members that there had been no outstanding revaluation issues.

Decision / Conclusion

Members were content with the assurance provided and noted the report.

437 Face to Face Training – SGC2021-14

The Head of Corporate Services presented the paper on Face to Face Training for information.

Members were informed that as NHS Orkney began to move into recovery, a request was made that remobilisation plans were developed where necessary. It was acknowledged that the delivery of face to face training was an area for review and following this a protocol was developed. The report presented provided assurance that all risks had been considered, tested and successfully omitted following the delivery of a number of Basic Life Support training sessions.

Decision / Conclusion

Members were content with the assurance provided and noted the report.

Involved in Decisions that Affect them

438 Partnership Forum Chair's Report

The Employee Director highlighted the key areas of discussion at the Area Partnership Forum meeting held on the 16 June 2020. The discussions held focused on:

- Home Working Guidance
- Guidance around annual leave during the pandemic
- Confirmation of the extension to the Estates Premia

Decision / Conclusion

Members noted the update.

439 Minutes of the Area Partnership Forum meeting held on 14 May 2020

Members noted the minute provided.

Treated Fairly and Consistently

440 Policies and Procedures

Protocol for reducing the risk of transmission of COVID-19 infection to Orkney by peripatetic health and care workers

At the request of the previous Chief Executive Designate, a brief update was delivered by the Head of Corporate Services on the protocol for reducing the risk of transmission of COVID-19 infection to Orkney by peripatetic health and care workers. Members were advised that since the development of the protocol, it had been successfully embedded and put into practice.

The Employee Director reminded the Committee that testing was voluntary for staff and had been made aware of increasing pressures and negativity towards those who had declined testing. It was suggested that the focus remained on promoting good respiratory hygiene and use of PPE. It was felt that the Board should be supportive of any staff members that for any reason, decline testing.

The Head of Corporate Services confirmed that these issues had been discussed during the development of the protocol and felt the message of voluntary testing was clear. It was noted that staff had requested the testing initially however there was suggestion that this was due to community pressure and staff feeling uncomfortable when dealing with patients.

I Grieve commented that whilst appreciating the discussion being held, felt it would have been more appropriate that this paper had been presented to the Area Partnership Forum.

Decision / Conclusion

Members noted the policy.

441 NHS Orkney Equality Equal Pay Monitoring Report

The Head of Corporate Services delivered the NHS Orkney Equality Equal Pay Monitoring Report to members for noting.

The group were advised that the annual statutory report had been developed by our Equality and Diversity Manager in NHS Grampian.

The old address of Garden House contained throughout the report had since been rectified before uploading to the NHS Orkney website.

Decision / Conclusion

Members noted the report.

Provided with a Safe Working Environment

442 Occupational Health and Safety Chairs Report

The Head of Corporate Services delivered the Occupational Health and Safety Chairs Report from the meeting held on 18 June 2020 highlighting the key topics of discussion.

Moving and Handling Training

The Committee were advised that there was need for additional vertical evacuation training to be carried out. The availability of Moving and Handling Training had been significantly reduced due to changes in staffing, and no accredited training being available for the newly appointed trainer to attend. It was agreed that this would be added to the risk register, and that the Organisational Development Team would consider alternative training to mitigate.

Sickness Absence

It was noted by the Committee that the organisation had seen an increase in sickness absence particularly related to MSK issues and anxiety and stress. It was agreed that this should be raised as a risk to the organisation should it not be managed carefully.

Robertsons Facilities Management (RFM)

The Contract Manager for RFM delivered a presentation on the Health and Safety Management system and communication systems in place for their organisation. The Occupational Health and Safety Committee were assured by the arrangements in place for these partners.

Risk Assessment for Staff Returning to Work

A risk assessment was developed in collaboration with the contracted Occupational Health Consultant to enable a focused assessment for staff returning to work, during COVID-19, when identified in a high-risk category. The risk assessment was approved by the Committee for use.

Working at Home Guidance

COVID-19 presented a rapid need for NHS Orkney employees to work from home. The Committee received and approved the Home Working Advice and Guidance document which was recommended to the Staff Governance Committee for endorsing and implementation.

Decision / Conclusion

Members noted the Chairs report and the minute provided from the meeting held on the 21 May 2020.

443 Information Governance Chairs Report

The Head of Corporate Services delivered the chairs report from the recent meeting of the Information Governance Group highlighting the following key topics:

IT Security Policy

The Committee approved the updated IT Security Policy subject to a few small changes. Once an Equality Impact Assessment had been undertaken, this would be presented to the Staff Governance Committee.

Annual Reports

The Committee received the Freedom of Information (FOI) Annual Report and the Annual Report from the Chair of the Committee on the activities over the last 12 months. The Committee noted the extent of the progress being made, also noting the outstanding tasks remaining.

Equality Impact Assessment

The Committee were advised of the need for more staff to be trained to do Equality Impact Assessment on documents.

Data Breach

The Committee were advised of a data breach from the Community Assessment Centre which had been reported to the Information Commissioners Office. The Committee were advised that the investigation into the incident was almost complete and the Information Commissioner had fed back positively on the actions taken.

Decision / Conclusion

The Committee noted the report and the assurance provided.

444 Workforce Report

The Head of Corporate Services provided a verbal update on the progress of workforce reports.

Unfortunately, due to resource and capacity issues there was no report for discussion, however an update was provided around the work which had been undertaken.

Members were advised that a dashboard style report would be used going forward highlighting key statistics. The team explored and scrutinised data further in the hope of identifying trends and potential impacts.

Other information to be contained within the report included;

- Recruitment
- Statutory and Mandatory training
- Turas Appraisal

The Head of Corporate Services welcomed suggestions around the information contained within the report from the Committee.

Decision / Conclusion

The Committee noted the update.

Risks

445 Staff Governance Risk Report – SGC2021-16

The Head of Corporate Services highlighted the risks that were currently assigned under Staff Governance.

It was reported that since the previous report, five new risks pertaining to staff shortages and lack of specialist skills had been added to the register.

It was acknowledged that there had been staff shortages due to Covid-19 precautions and the challenges faced operating in the green and red zone set up. It was likely following a conversation at the Workforce Group meeting that these risks will be reviewed and their risk level increased.

Following the closure of Peedie Breeks Nursery, a number of parental leave requests had been received due to the poor availability of childcare.

Risk 347, provision of chef service within the Balfour was questioned as to why this had remained open since 2017. It was confirmed that this was due to a long term condition and the uncertainty that this individual would be able to return to the workplace. The Committee agreed that this risk was removed from the Staff Governance Risk Register.

I Grieve suggested that information around the work being undertaken to mitigate risks was included within the register. The Head of Corporate Services agreed to include this within future reports.

Decision / Conclusion

Members noted the report.

446 Testing of Asymptomatic Health and Social Care Workers Relating to Off Island Travel – SG2021-17

The Head of Corporate Services delivered the report on testing of Asymptomatic Health and Social Care Workers Relating to Off Island Travel.

Decision / Conclusion

The report was noted by the Committee.

Staff Successes

447 Attend Anywhere

K Low and C Curtis joined the meeting to deliver a presentation on the success of the newly established Near Me Clinics.

Members were informed that Near Me was a secure virtual clinic in which patients could be seen, limiting the need for face to face appointments and off island travel. Initially it was planned to hold one clinic per day, gradually rising to 5 clinics per day in order to create annual savings around £500K. From April 2020 patients allocated appointments in NHS Grampian would be offered the choice to attend virtually. This was followed by the need for virtual Outpatient appointments due to the Covid-19 pandemic.

NHS Orkney were displaying excellent uptake compared to the rest of Scotland, with some weeks carrying out as many as 125 virtual appointments,

Areas which worked well included:

- Collaboration
- Training
- Review
- Communication
- Equipment

A small number of challenges were faced by the Board during the implementation period which included:

- Timescales of implementation
- Geography
- A small Nursing and Midwifery workforce
- Some resistance to change

Members found the presentation interesting and informative and requested that it was shared with the Board with an emphasis on how we can continue to use Near Me going forward.

The Vice Chair extended her thanks to C Curtis and colleagues who had facilitated the roll out of the programme. As a clinician using the platform, it had been feedback that broadband width had presented issues for some patients. It was felt that uptake could have been greater throughout AHP services and that it was important to continue encouraging our professional staff to use the platform.

The Director of Nursing, Midwifery, AHPs and Acute Services queried whether there would be value in factoring 'Near Me' services into Service Level Agreements. It was confirmed that there was examples available of where this had worked well and if there was agreement that the Board continued to move forward in the digital environment, there was little evidence of why this should not be incorporated.

K Smith commended the work of the team and identified the value in increasing our virtual clinics however, felt it was important to highlight that in some cases

physically meeting patients could have resulted in earlier diagnosis.

Decision / Conclusion

Members noted the presentation.

448 Issues Raised from Governance Committees

No issues raised.

449 Agree any issues to be raised to Board/ Governance Committees

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

Board

- Concerns regarding the availability of student accommodation
- Success of “Attend Anywhere” service

450 Any Other Competent Business

Shielding Bank Staff – I Smith

Following guidance from STAC, Boards would continue to pay bank staff who were currently shielding. It was confirmed that the small group of colleagues who fell into this category had been identified and that payment was based over a 12-week period. Any bank staff able to work from home could continue to do so if required and would remain eligible for wage top ups if normal base hours had not been met. This guidance would continue to be reviewed by STAC.

451 Schedule of meetings

The schedule of meetings for 2020/21 was noted.

452 Record of Attendance

The record of attendance was noted.

453 Committee Evaluation

No evaluation given.