

## **Orkney NHS Board**

Minute of meeting of the **Staff Governance Committee of Orkney NHS Board** held via **MS Teams** on **Wednesday, 28 February 2024** at **09:30am**

**Present:** Joanna Kenny, Non-Executive Board Member and Chair  
Ryan McLaughlin, Employee Director and Vice Chair  
Linda McGovern, Interim Director of People and Culture  
Laura Skaife-Knight, Chief Executive (until 1pm)  
Jason Taylor, Non-Executive Board Member

**In Attendance:** Wendy Corstorphine, Medical Education (item 11.1)  
Jaimie Cooper, Wellbeing Coordinator (item 9.5)  
Alasdair Miller, Medical Education (item 11.1)  
Nickie Milne, Staff Partnership Representative  
Steven Phillips, Head of People and Culture  
Rachel Ratter, Committee Support (Minute Taker)  
Sam Thomas, Director of Nursing, Midwifery, AHPs and Chief Officer Acute

### **S44 Welcome and Apologies**

Apologies for the meeting were noted from C Somerville, L Green and K Spence

Members were advised that the meeting would be recorded for the purpose of transcribing a minute only and then deleted.

The Chair thanked L McGovern for her time on the committee.

### **S45 Declaration of Interests – Agenda Items**

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

### **S46 Minute of meeting held on 22 November 2023**

The minute of the Staff Governance Committee meeting held on 22 November was accepted as an accurate record of the meeting and approved.

### **S47 Matters Arising**

#### Equality SLA with NHS Grampian

The Chair queried whether there had been any progress made with the equality SLA with NHS Grampian. The Head of People and Culture informed members that a review was underway, a meeting with Public Health was scheduled to review arrangements and a conversation would be held with the new Director of People and Culture. The business case was not approved, there may be the need to enter an SLA agreement with NHS Grampian to gain expertise, advice and guidance.

#### Medical and Dental applicants

The chair queried whether there was an update on the correct figure for the number medical and dental applicants. The Head of People and Culture explained that this had not yet been updated.

#### Feedback to NES on Turas system

The Chair asked if there had been feedback to NES regarding the TURAS system, emphasising user difficulties.

The Head of People and Culture advised that a discussion had been held between TURAS and the Interim Director of People and Culture around the Boards perception of difficulties with the system. Work had started within the talent and culture team to enhance support to the organisation.

#### Executive Appraisals

The Chair advised she was yet to write to the Chair of the Remuneration Committee for an update on the progress for the shared Executive Director objectives.

### S48 **Action Log**

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

#### Risk

### S49 **Risk and Assurance Report – SGC2324-33**

The Interim Director of People and Culture presented the report providing an update on the status of all risks.

The Corporate Risk Register had 4 risks aligned to the committee. There were 3 high risks, the highest risk related to staff turnover and the risk that the Board would be unable to deliver the organisation's strategy.

The Chief Executive requested clarity around the staff turnover risk target as detailed within the workforce report and why it did not feature in the escalation report within the Integrated Performance Report based on being a high risk. She also queried when the recruitment and retention strategy would be ready as it would be a key mitigation against the risk. It was agreed that an update would be provided.

The Interim Director of People and Culture advised that the recruitment and retention strategy was being developed and benchmarking would take place to understand other Boards turnover rates. There would be a further focus on exit interviews to analyse reasons for staff leaving. Recommendations would be reported back to the committee.

J Taylor asked if there was an update around the SBAR business case in relation to risk 'failure to comply with the requirements of the Control of Substances Hazardous to Health Regulations 2002 (COSHH 2002)'. The Interim Director of People and Culture advised that the business case had been approved and the system would be put in place.

The Director of Nursing, Midwifery, AHPs and Chief Officer Acute requested that all areas were included in the turn over review and analysis.

The Chief Executive requested a paper at the next meeting regarding exit interviews, including the number of interviews taking place, process and themes identified throughout the organisation.

N Milne queried if there was a process to identify areas that had not carried out exit interviews.

### **Decision / Conclusion**

Members noted the verbal update and were assured of progress.

S50

### **Medical Education SGC2324-44**

W Corstorphine joined the meeting to present a presentation providing an overview on medical education highlighting the importance of supporting medical education, ambition and the objectives in place to enable and achieve patient safety.

A Miller advised that there was an agreement with NES to have two foundation 2 Drs in post by 2025.

The Director of Nursing, Midwifery, AHPs, Chief Officer Acute thanked the medical education team for the information provided and echoed the importance of medical education and placed at the centre of patient safety.

The Chief Executive thanked the team for the presentation and the strong leadership demonstrated and advised that the Director of People and Culture would be the executive lead on the approach to medical education, providing an overarching education strategy. The medical education group would formally report to the senior leadership team and there was an opportunity to challenge the Board regarding inclusion in the corporate strategy. W Corstorphine agreed that an educational strategy would be written once the corporate strategy was in place.

J Taylor thanked the team for the presentation and queried the upper limit of capacity to enable delivery of effective training within the organisation. A Miller emphasised capacity had been reached and whilst accommodation had been sought in advance, there was no further accommodation available for additional nurse placements. There was limited capacity for new medical students. Primary Care had very little physical capacity to accommodate students.

The Chair thanked the team for the presentation and the potential for further exciting innovative work and the importance to reiterate that the lack of accommodation in Orkney hindered the organisation in progressing.

It was noted that HR and Finance had not attended the medical education group. The Chief Executive advised members that this had been investigated.

W Corstorphine emphasised the great learning experiences NHS provided for medical students and the positive feedback received from students.

### **Decision / Conclusion**

The committee noted the update.

#### **S51 Integrated Performance Report – SGC2324-34**

The Interim Director of People and Culture presented the Integrated Performance Report which had been created to provide timely updates in relation to Workforce, Safety, Quality and Experience, Finance, Operational Standards and Waiting Times (acute and community).

Areas of success and challenges were detailed within the report. The Employee Director advised there had been an increase in volunteers from both management and staff for job evaluation training.

The Chief Executive acknowledged the positive progress within the report.

Members discussed the similarities between the integrated performance report and the workforce report and the risk of duplication and the opportunity to combine the reports, retaining the format of the integration performance report.

The Chair noted the improvement in mandatory training figures and highlighted a numerical error in the graph key.

### **Decision / Conclusion**

The committee noted the update

#### **S52 Committee Terms of Reference SGC2324-35/36**

The Committee had received the report from the Chair advising the main changes that had been made to the Terms of Reference and Business Cycle and Work Plan following discussion at the Committee Annual Development Session on 21 November 2023.

The Chief Executive requested that the Director of Medical Education was added to the attendance and the Deputy Medical Director to attend as and when required by the agenda.

J Taylor requested a review of committee cycle dates in alignment with Board meetings in future.

The Employee Director suggested that the Chair of the JLNC was also added to the attendance list.

The Director of Nursing, Midwifery, AHPs and Chief Officer Acute requested whether the Health and Care (Staffing) (Scotland) Act Report could be moved from August to October to align with annual leave and good governance.

The Head of People and Culture advised that the Equality and Diversity annual report would move to the May meeting.

### **Decision / Conclusion**

The committee approved the amendments to the Business Cycle and work plan for 2024/25 subject to additions to the attendance list and re-scheduling of the Health and Care (Staffing) (Scotland) Act Report and the Quality and Diversity annual report.

#### **S53 Wellbeing coordinator introduction and update**

The Wellbeing Coordinator joined the meeting to present an introduction and overview of the wellbeing programme.

Team Orkney Awards shortlisting had taken place and would be published in the Orcadian on 29 February and invitations had been sent to the relevant staff members.

The Employee Assistance programme was underway with introduction sessions held by Shannon from Health Assured, the Wisdom app was available for staff and wellbeing referral was available for managers to utilise.

The Long Service and Recognition programme would be introduced from April 2024 and future plans included retirement recognition and wellbeing events.

The Chief Executive thanked both the Wellbeing Coordinator and the Head of People and Culture for leading the agenda and the benefit of such dedicated resource.

### **Decision / Conclusion**

The committee noted the update.

#### **S54 Staff Governance Action Plan Priorities 2023/24– SGC2324-37**

The Head of People and Culture presented the update, highlighting the following key points:

- Work had not progressed as expected due to other organisational pressures
- There had been a tremendous amount of work from the well-being group which would identify key themes. An agenda had been agreed with key areas
- Engagement with the community would be a key area of focus
- A Gold Revalidation was achieved by NHS Orkney for Defence Employer Recognition Scheme on 20th September 23. The award presentation was scheduled for March 2024.
- Conversations were ongoing around equality progress
- The Spiritual Care Lead/Chaplain Job Description was currently undergoing Job Evaluation along with a Bank Healthcare Chaplain.
- A tremendous amount of work had been undertaken by Health and Safety
- Conversations continued around workforce planning
- Managers were encouraged to complete return to work interviews

The Chair thanked the Head of People and Culture for the detailed update.

J Taylor noted the number of amber targets with completion dates due in February and March. The Head of People and Culture advised that the areas of prioritisation was how to support the organisation with efficiencies and well-being.

### **Decision / Conclusion**

Members noted the update and were assured of progress on the action plan.

S55

### **Q3 Workforce Report Oct-Dec 2023- SGC2324-38**

The Head of People and Culture presented the Workforce report for Quarter 2, highlighting the following key points:

- The sickness absence rate had fluctuated between 4.92% and 7.24% this year and in December was at 5.30%
- There had been an increase in both the whole time equivalent and the headcount of the workforce since Jan 2023
- There were less than 5 investigations initiated or ongoing between October - December.
- Between January 2023 - December 2023 593 appointments were undertaken by Occupational Health.
- Additional hours/bank staff hours continued to be circulated to executive directors for visual awareness
- Appraisal rates continued to increase
- Medical colleagues would be introduced to the eRoster system

J Taylor welcomed the update around statutory and mandatory training and suggested that the same approach was undertaken in relation to appraisals. He also queried the reason for the unattended occupational health appointments.

The Chief Executive expressed thanks for the excellent report and in future requested a clear summary page highlighting the key areas and for realistic targets in relation to appraisals, turnover, sickness and iMatter scores. She also requested that the loss of expertise and knowledge through retired staff was recognised within the recruitment and retention strategy.

Following an extensive discussion around low appraisal rates, it was suggested to invite directors to staff governance committee meetings to discuss their experiences and challenges. The Chief Executive requested that a service would be invited to every staff governance committee meeting to shine a light on some of these areas.

### **Decision / Conclusion**

Members noted the update.

S56

### **Whistleblowing Q3 - SGC2324-39**

The Chief Executive presented the quarterly whistleblowing update, a mandatory report required by the Independent National Whistleblowing Office and highlighted that she was the Executive Lead for Whistleblowing and continued to work closely with the Whistleblowing Champion.

There were no concerns raised under the Whistleblowing Standards during the third quarter of financial year 2023/24.

Themes and hotspots from recent concerns escalated to the Chief Executive during quarter three were identified in the report.

#### **Decision / Conclusion**

The Committee reviewed the report and took assurance.

#### **S57 iMatter Benchmarking - SGC2324-40**

The Interim Director of People and Culture presented the report, highlighting the benchmarking alongside other Boards and advised members that the survey would be issued again in May 2024.

The Interim Director of People and Culture advised the Board that the improvement actions were integrated into the Staff Governance Action Plan that was regularly reviewed and reported through the Area Partnership Forum and the Staff Governance Committee. She went on to share that NHS Western Isles have had some tangible improvements, and the team had discussions with colleagues.

#### **Decision / Conclusion**

The Committee noted the update

#### **S58 Sickness Absence Update - SGC2324-41**

The Interim Director of People and Culture presented the report following a recent review of Sickness Absence across the organisation.

The paper highlighted the work undertaken by the team to support staff in terms of sickness absence.

#### **Decision / Conclusion**

The Committee noted the update

#### **S59 Staff Communications Update\_SGC2324-42**

The Chair presented the report highlighting the ways in which the Board communicates with staff.

#### **Decision / Conclusion**

The Committee noted the update

#### **S60 NHS Scotland Workforce Policies Consultation - SGC2324-43**

The Interim Director of People and Culture presented the report advising that the Staff Governance Committee were asked to acknowledge the current 'Once for Scotland' Consultation, which launched on 8<sup>th</sup> February, for the 8 refreshed Workforce Policies

and to contribute to the single organisational response prior to the close of the consultation on 8<sup>th</sup> March 2024.

Managers and staff were encouraged to pass on any comments, particularly from Trade Union colleagues and managers.

### **Decision / Conclusion**

The Committee noted the report.

#### **S61 Open University Student Response - SGC2324- 45**

The Director of Nursing, Midwifery, AHPs, Chief Officer Acute presented the report providing a response to the issues raised by Open University students at the last committee meeting.

Open University students raised some concerns with the following: Student placements, Study time, Tutor support, Structured Education sessions, IP1 not taking students, External placements, Backfill monies, Flying start, Drop in / Peer support, Posts on qualifying.

### **Decision / Conclusion**

The committee noted the response and thanked everyone involved for the thorough communication with the students and the Director of Nursing, Midwifery, AHPs, Chief Officer Acute would ensure the staff involved would feed back to the nurses.

#### **S62 Area Partnership Forum Chairs Assurance Report - SGC2324-46/47**

The Employee Director presented the Chair's report from the Area Partnership Forum and approved minutes for noting by members.

The Chair queried whether there had been further discussions ongoing about how to resolve an issue where staff may be paid incorrectly during sickness absence due to potentially being rostered incorrectly. The Employee Director advised there had been feedback from the Royal College of Nursing around the proposed proposal, a draft proposal was underway.

### **Decision / Conclusion**

Members noted the update and approved minutes provided from the Area Partnership Forum.

#### **S63 Area Partnership Forum Constitution - SGC2324-48**

The Employee Director presented the report asking the committee to consider and approve the changes to the Area Partnership Forum, which would more closely align the work of the Forum and the Staff Governance Committee.

The Head of People and Culture queried whether it had been agreed that that the Talent and Culture Management would be part of the membership or as and when required. It was agreed that it would be amended to read as and when required.



### **Decision / Conclusion**

- S64      The committee approved the APF Constitution with the caveat mentioned above  
**JLNC Update – verbal**

The Chair advised this item had been moved to the May agenda. The Chair of JLNC would be invited to join the committee and a report would be provided at future meetings.

### **Decision / Conclusion**

- S65      Members noted the update.  
**The Health and Care (Staffing) Scotland Act 2019 – paper not received**

- S66      **Health & Safety Lead Update - SGC2324-50**

The Interim Director of People and Culture presented the update, highlighting the following key points:

- Slips, trips and falls remained the highest Datix area
- Auditing of the Control Books had commenced with 6 completed so far
- All COSHH Assessment were up to date within the Sypol System and these were available to be updated within the Control Books, where applicable
- Advanced / Emergency Safety Interventions level training courses would be available in February and March
- PeopleSafe Lone Working Alert Devices - Training in the correct use of the devices to relevant teams or individuals continued, with the vast majority completed. A small number of outer isles teams required training.
- Face Fit Testing - Re-testing of staff had begun in November 2023.

Members discussed the requirement for an update around the length of time between datix's being opened and closed. The Director of Nursing, Midwifery, AHPs, Chief Officer Acute informed members that work had commenced following the appointment of the Medical Director.

### **Decision / Conclusion**

- S67      Members noted the update and were assured of progress being made by the team  
**Work Related Stress Survey Results - SGC2324-51**

The Interim Director of People and Culture presented the report providing information to the committee to consider the results from the 2023 stress audit and subsequent risk assessment within NHS Orkney and to recommend further actions as appropriate for consideration.

An action plan had been developed with suggested strategies / work streams to improve the organisations overall management of stress and increase awareness and support for all staff. The recommendations section of the report provided options available for consideration.

Following positive implementation of the 3 year action plans and subsequent improvements to the survey results, it was suggested that the surveys were run every 2 years to ensure the positive actions taken remain in place and effective at reducing stress within the organisation, so far as is reasonably practicable.

The Employee Director welcomed the report and had previously offered to support the work in terms of the Occupational Health, Safety and Wellbeing committee and thought it could tie in with the joint session in March to avoid duplication of action plans. The Chief Executive agreed to this.

J Taylor requested a more user friendly version.

### **Decision / Conclusion**

Members approved the recommendations in the report.

#### **S68 Schedule of meetings**

The schedule of meetings for 2024/2025 was noted.

#### **S69 AOCB**

The Interim Director of People and Culture advised members that there had been national discussions around the staff governance monitoring return and were waiting for communication from the Scottish Government. There was potential that this would not take place but spending the time for Boards to discuss nationally the future of the monitoring and staff governance standards.

#### **S70 Record of Attendance**

The record of attendance was noted.