



NHS Orkney
Annual Review
9 November 2023
6:00-7:30pm

NHS Orkney

Annual Review – 9 November 2023

MS Teams 6pm – 7:30pm

Agenda

Welcome, introductions and setting the scene - Board Chair

Feedback from meetings and emerging themes:

- Patients/Carers
- Area Partnership Forum
- Area Clinical Forum

Presentation – Board Chair

- Our priorities
- Our challenges and response
- Reconnecting with our local community
- Looking to 24/25

Open questions from the floor including issues that individuals have submitted in advance

Closing remarks

Agenda

- Welcome
- Our priorities
- Our challenges and response
- Reconnecting with our local community
- Looking to 24/25
- Questions and discussions



Our priorities

- Addressing our waiting times
- Patient safety, high quality & compassionate care
- Readiness for winter
- Recruitment and retention
- Leadership stability
- Improving organisational culture – staff feeling listened to, valued and supported
- Financial recovery and sustainability



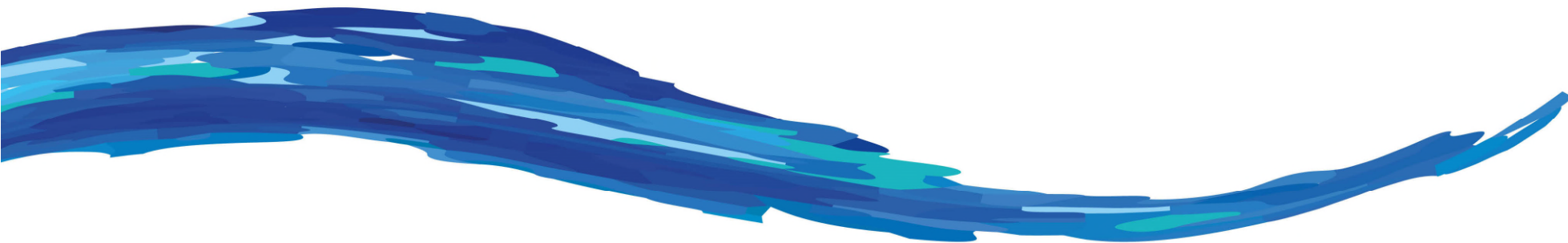
Our challenges & response

- Fragile services & unacceptably long waits – outpatients and planned care (including ophthalmology, dentistry, pain services, rheumatology, children’s services, speech and language therapy)
- Consistently timely treatment for cancer patients
- Inadequate care home and system capacity – resulting in delayed transfers of care from The Balfour
- Sustainability: workforce, financial and clinical services
- Housing availability – impacting on recruitment and retention



Reconnecting with our local community

- Listening to and responding to patients and our local community
- Openness and transparency
- Responsiveness
- Patient and community feedback driving service developments, improvements and changes



Looking to 2024/25

- New Corporate Strategy and vision for future – we want to listen to your views
- Strengthened focus on creating a safety-first, continuous improvement and learning culture
- Listening and engaging with our local community so that we develop services that are right for the people of Orkney



Questions and discussion



Patient and Carer Session held 1 November 2023 at The Pickaquoy Centre

There were 9 attendees at the session, and a number who were unable to attend. The session was rearranged because of Storm Babet, those people who wanted to participate but were unable to will be offered meetings with the Chairperson to ensure their voices are heard.

A special thanks to Julie Tait and Maureen Swannie for organising the session, and ensuring participants were involved and felt able to share their experiences.

Participants shared that one of the things that matters most is to feel seen in the system. There were numerous examples of poor communication, between systems and between people, that result in delays and unnecessary worry for people when they are already feeling unwell. This included test results not being available, test results being sent to the referring doctor and not being shared with GPs, and episodes of care not being captured in notes that are accessible to everyone. There were further examples of people receiving tests or scans and not hearing back in a timely way what the results were, or when to expect them, which made people worry further and feel forgotten.

There were numerous and marvellous examples of nurses providing excellent and person-centred care in our wards, and in our GP practices. There were many examples when patients felt listened to and involved in the care they received.

There was an outstanding example of the wrap around care provided to patients and carers in one of our nurse-led pathways. This example illustrated the benefits of patient-initiated follow-up and a 'need to know' approach to data-sharing.

There were examples of the lack of communication regarding our waiting lists resulting in GPs and other professionals recommending private providers for things like physio and hip and knee operations. It was clear that physio services have unacceptably long waits, and that people in pain and distress are having to wait for very long periods.

There is often difficulty experienced to get an appointment with several services, including optometry, a GP, a physio, and dentistry. It was reflected by many in the room that everyone is aware of the pressure the system is under and appointments are only asked for when they are needed.

There were further examples of trips south, largely to NHS Grampian, for appointments that were less than 30 minutes and could have been done either by a GP or Near Me. Some of these appointments needed to be repeated because the tests and results needed were not undertaken in time, and this resulted in more disruption and feeling lost in a system that isn't connected. Unnecessary travel has been previously raised, and the view by everyone in the room was that money is being spent unnecessarily on travel that could be better used elsewhere.

Some people described an absence of privacy in the reception areas of some facilities and practices when their personal information was discussed in the open and for anyone to potentially hear.

Our unpaid carers are some of our most valuable assets, and their support and well-being need to be a priority for everyone involved in delivering health and care services. This

includes fewer points of contact, regular reviews, and meaningful periods of respite care to those people who look after loved ones 24/7. This was apparent throughout the discussion, some powerful examples were shared.

Area Clinical Forum



'The primary purpose of the ACF is to distil the work of the Advisory committees and to be a conduit of information and opinions between the clinical community and the Board.'

NHSO Annual Review 2023 – Area Clinical Forum Session

6th October 2023

The Area Clinical Forum (ACF) continue to hold formal meetings bimonthly with open, multidisciplinary development sessions in the months between. The ACF Chair sits on the Board providing a regular update to and from ACF and also sits on the following committees, representing the ACF: Joint Clinical & Care Governance Committee, Quality Forum and Tech Enable Care Board. National links are maintained through the National ACF Chairs' Group.

Outlined in this table are our key discussion points from the last year or so:

- **Clinical Engagement.** We continue to face challenges getting good attendance at our meetings. Numbers at our (previously well attended) development sessions have dwindled too. The ACF remain concerned that clinical staff are not offered sufficient time to be freed from their clinical activity in order to contribute to the advisory committees. With some executive gaps we have suffered from support with agenda setting and timely advice, lessening the positive impact we might otherwise have. The Board Development work which is being led by the Royal College of Physicians of Edinburgh included a project to improve clinical engagement by the ACF Chair and Medical Director, but the recent resignation of the latter post will make this more challenging. Efforts have been made to try and form an Area Pharmaceutical Committee jointly with NHS Shetland but no meeting has taken place as yet. The hospital sub is up and running again (after resolution of a gap in the administrative support) but we do not yet have an Area Medical Committee to help bridge discussion across primary and secondary care medicine. The ACF have in recent months been called upon to comment on some policy updates but in general, the advisory committees are not often called upon to provide clinical advice on matters. We have tried once again to secure a Vice-Chair for the committee, to allow some successional planning, to no avail. On the more positive side, we continue to use a logbook of all matters raised to ACF and the Board in order to keep advisory committee members apprised of updates on the topics most important to them. We also hosted Chairing Skills training, to support Chairs in taking up the role. The Safe Staffing legislation includes a component *Time to Lead* which includes leadership activity such as contributing to an advisory committee. It is hoped the latter will strengthen our cause in the future.
- **Clinical Accommodation.** The ACF has heard on a number of occasions over the last year, concerns about difficulties finding suitable clinical space to work. This ranged from space in outpatient rooms at The Balfour, room for multi-disciplinary teams in GP practice and confidentiality within the Clinical Support Building. The committee held a well-attended multidisciplinary session on the topic in September 2022 which outlined the need to optimise the use of our accommodation across our estate.
- **eHealth.** A number of matters related to eHealth were brought to the ACF from various advisory committees and escalated to Board. These include: the welcome introduction of OrderComms but disappointment of the narrow scope due to the lab system compatibility; the successful roll out of HEPMA; Concerns around progress with GP IT reprovisioning and

support within teams to deliver; PARIS use with Health Visitors and concern around the system not being fit for purpose; and the lack of an Electronic Patient Record across our community-based services in particular (community nursing, mental health, etc).

- **Cost of Living.** We received a presentation from the Public Health manager and held a discussion on the impact the cost of living crisis has on the health of our population, providing an insight into the experiences of clinical staff on the topic.
- **Annual Report.** The ACF produced its first Annual Report, using the same format as the Board Governance Committees, to outline to the Board our work over 2022/23, highlighting our challenges, successes and future plans.
- **Frailty.** After a successful development session the previous year on Frailty, we revisited the topic with an update on the good progress made including an emphasis on early intervention, prevention and a multidisciplinary approach.
- **Annual Delivery Plan and Medium-Term Plan.** The ACF were provided with an update on the ADP and gave advice on the draft 3-year Medium Term Plan.
- **Children's Services.** The vacant Children's Health Service Manager has been an area of concern raised by TRADAC members, due to the difficulties this poses with progressing important pieces of work. The fragility of Children's Services as a whole remains a concern.

Development sessions

These bimonthly sessions are open to all staff, including those in our partner organisations. Of the eight session slots available since May 2022, four did not go ahead. Two were cancelled at short notice (both around a Quality Improvement Framework which was being developed), one had very poor attendance on the day and was abandoned (a joint session with APF looking at Safe Staffing) and the other was not arranged due to capacity to organise the session. In May 2022, we held a session on Achieving Financial Balance alongside the Financial Sustainability Office in light of our financial pressures. In September 2022 we hosted a session on Clinical Accommodation, as described above. Then in March 2023, there was a discussion around Clinical Engagement.

Summary

This last year has been difficult for the ACF and we have not been able to realise our potential. Looking ahead, significant work is needed to improve how clinicians can engage with the advisory committees and in turn the quality of the clinical advice to the Board will improve. That said, there has been some good work which should be celebrated, thank to the clinicians who have taken the time to attend ACF and the advisory committees.

Looking ahead, work is needed to plan and set an appropriate agenda which aligns the work of our ACF to local and national priorities. Key national pieces of work such as Realistic Medicine and Sustainability need to feature in the future. The priorities set out in our Plan on a Page, Clinical Strategy and the CEO 100 day plan are key areas which should guide the focus of ACF. Other emerging matters identified by our frontline clinical staff or by the leaders in our organisation should be brought to the table at our professional advisory committees. This will result in better safe, effective and person-centred care being delivered.

Steven Johnston
Chair, Area Clinical Forum

Area Partnership Forum



The forum takes a proactive approach in embedding partnership working at all levels to assist the process of devolved decision-making

NHSO Annual Review 2023 – Area Partnership Forum - covering April 2022 to March 2023

The Area Partnership Forum (APF) continues to hold formal monthly meetings with a varied agenda and mix of Development sessions to ensure that all colleagues are up to date with the priority areas. The agenda allows for matters to be raised in real time by partnership so that optimum solutions can be made. The Employee Director sits on the Health Board as a Non-Executive Director, thus ensuring staff side voice in strategic matters. The APF is a co-chaired committee between the Chief Executive and the Employee Director recognising that partnership working is key to how we deliver services and the fundamental principles around the 5 elements of Staff Governance. During the course of the year 2022 to 2023, Martha Gill, RCN, acted as Employee Director until her resignation in January 2023, after which Ryan McLaughlin, Unison, was elected to the role by staff side.

Outlined below are our key discussion points from the last year:

- **Partnership Engagement.** We have been fortunate in having strong attendance across the partnership at our meetings. Colleagues representing recognised trade unions have wherever possible prioritised the partnership – this includes regional representation from the RCN and local BMA attendance, and indicates that partnership is valued locally.
- **Involvement in Decision Making:** A number of short life working groups have been set up to ensure partnership involvement in defining how we do things locally for example: The creation of a Terms & Conditions Subgroup to oversee policy HR policy development, and a group to review of the banding of healthcare support workers across NHS Orkney Partnership also had the opportunity to input into the development of the Board's direction of travel with the review of the 2022/2023 Plan on a Page, notably the workforce and culture strategic priorities and related actions and the Staff Governance Action Plan for the same period.
- **Provided with a Safe and Continuously improving Working Environment:** The Employee Director via a change of Terms of Reference for the Occupational Health, Safety and Wellbeing Group is now Co-Chair with the Director of Human Resources (reframed as Director of People and Culture) to show the importance of partnership engagement in matters of developing a continuously improving safety culture. NHS Orkney now has four active Staff Safety Representatives elected by trade unions/professional bodies. The Joint Health and Safety Lead provides regular updates to the forum, including any policy updates and discusses improvements to developing and embedding safety aspects across the Board. Over the year in question the partnership were pleased to note the progress on both Moving and Handling and Violence and Aggression training and compliance which had been the subject of Improvement notices by the HSE.
- **Appropriately Trained.** New colleagues on the partnership are provided with an induction into partnership working, engagement and involvement. Partnership colleagues also populate the local training group defining and supporting the next level of management bundles etc. The Talent and Culture Manager provides a regular update to the forum on Induction, Statutory and Mandatory training compliance and issues and development of talent and leadership including appraisal.
- **Well Informed.** The agenda includes a number of papers and reports that share activity that the Board is engaged in and enables good discussion on these topics. Over the year these have ranged from the Integrated Workforce Plan, safe staffing implementation plans, cost of

living and impact on staff wellbeing, whistleblowing and how to support staff raise concerns and feel that responses are provided in a timely manner, work to support better engagement and communications with staff at all levels, consultation on national Once for Scotland policies, the Board's financial position and work of colleagues around service change and recurring financial balance, the HR Workforce report and imatter 2022 and the preparation and engagement plans for iMatter 2023.

- **Treated Fairly and Consistently.** In all of the work that is undertaken by partnership, inclusivity is key. Involvement in staffside in working groups, the forum engaged in Equality reporting and reviewing statistics. In the last year the forum wanted more information with regards to the number of colleagues applying for a post from an ethnic minority background who were not successful at being shortlisted – the review undertaken provided assurance that colleagues were not being disadvantaged due to any protected characteristic but due to not having the level of experience or qualifications necessary for the role. This work is central to our wider culture programme which has fairness and equity at the centre.

Development sessions

Four development sessions have taken place since April 2022.

In April 2022 we focused on “Enabling opportunities for shared discussion and development that furthers partnership working in considering strategic issues”, where the forum considered the topic in 2 parts: what we want us to do more of, less of and what skills / conditions do we need to facilitate this? And What are the biggest priorities and challenges we face in the coming year?

July 2022 we focused on the feedback received through the DHI Listening where we considered what the feedback is telling us? Where do we need to focus more effort and energy? And what does this look like?

October 2022 Organisational Change where we focused on ‘Organisational Change - the Principles of Change’. Where we worked together to consider: What would good change look like? And What would poor change look like? and How would it feel for an individual going through change? The forum then considered a range of Policies from other Boards with the decision to take this forward via a short life working group policy review.

January 2023 we focused on the topic of Financial Challenges and the work of the Financial Sustainability Office to ensure that all colleagues were aware of the financial pressures the Board is facing and the workstreams underway to create efficiencies, improve productivity and achieve our savings requirement for the year.

Summary

There is success to be celebrated from the 2022-23 Area Partnership Forum activity. There has been a general improvement in the representation of staff groups via their trade unions, as we now have representatives from the British Medical Association, the Royal College of Midwifery, and the Royal College of Podiatry. We have also laid a solid foundation for future partnership working through the short life working groups we have established, and there is generally a more collaborative and collegiate approach to identifying and overcoming issues.

The period following the notices served to NHS Orkney by the Health and Safety Executive have seen a significant increase in the Forum's involvement in health and safety related matters. It is important going forward that this remains a part of our agenda and we work alongside other parts of the governance structure, including the Occupational Health and Safety Committee, to drive this forward.

Moving ahead, it is important we continue to build on the foundation laid in 2022-23 to ensure that we are maximising the effectiveness of the Forum. This will include a review of our constitution and core documentation, as well as looking at our agenda, business cycle, and frequency of meetings to ensure we are effectively using our time and limited resources. There is also work to be done to ensure that the purpose and work of the Forum is visible and understood by the wider organisation, and that we ensure we cooperate more effectively with other committees within NHS Orkney.

Ryan McLaughlin Employee Director
Joint Chair

Laura Skaife-Knight Chief Executive
Joint Chair