



NHS GRAMPIAN  
Meeting of the Grampian Area Partnership Forum (GAPF)  
Thursday 17 December 2020 - 10am to 12noon  
Microsoft Teams

Board Meeting  
01.04.21  
Open Session  
Item 10.6.1

**Present:**

Rachael Little, Staff Side Chair/Employee Director (Co-Chair) – Chaired the meeting  
Adam Coldwells, Director of Strategy and Transformation and Deputy Chief Executive (Co-Chair)  
Mike Adams, UCATT  
Paul Allen, Paul Allen, Director of Facilities, Estates & eHealth  
Diane Annand, Interim HR Manager Staff Governance  
Susan Carr, Director of Allied Health Professionals & Public Protection  
Janet Christie, BAOT  
Susan Coull, Head of HR  
Kathy Davidson, Programme Manager, Aberdeenshire  
Albert Donald, Non-Executive Director/Whistleblowing Champion  
Dianne Drysdale, Executive Business Manager, Executive Business Unit  
Joyce Duncan, Non-Executive Director, Chair of Staff Governance Committee  
Steven Glass, Head of Procurement  
Alistair Grant, RCN  
Alan Gray, Director of Finance  
Caroline Hiscox, Chief Executive  
Gerry Lawrie, Head of Workforce & Development  
Steven Lindsay, Unite  
Martin McKay, UNISON  
Deirdre McIntyre, COP,  
Claire Nicholl, Interim Divisional General Manager, Acute  
Gavin Payne, General Manager of Facilities and Estates  
Cheryl Rodriguez, Head of Occupational Health and Safety  
Kerry Ross, Deputy Business Manager, Mental Health and Learning Disabilities  
Joan Anderson, Partnership Support Officer - Minutes

**In Attendance:**

Kylie McDonnell, RCN (Observer)  
Pauline Rae, Workforce Service Manager and Project Manager for eESS Implementation  
– for item 4a  
Preston Gan, System Transformation Programme Manager – for item 5b  
Grace Ball, Unit Operational Manager, Radiology – for item 5e  
Lindsay Smith, SoR – for item 5e  
Gail Thomson, Deputy Project Director, Baird and Anchor – for item 5f  
Fiona Francey, Chief Officer (Acute Sector), Executive Lead, RUC, NHS Grampian,  
Home First Co-Ordinator – for item 6a  
Gary Mortimer, Director of Operational Delivery – for item 7a

	Subject	Action
1	<p><b>Welcome and Apologies</b></p> <p>Apologies received from:</p> <p>Stuart Humphreys, Director of Marketing and Corporate Communications, Sandy Reid, Senior Service Manager, Aberdeen City Health and Social Care Partnership, Lynda Lynch, Board Chairperson, Tom Power, Director of People &amp; Culture, Rhona Atkinson, Non-Executive Director/Deputy Board Chairperson, Rob Fairfull, GMB, Carolyn Venters, Staff Side Health and Safety Chair, Janine Howie, Location Manager, Aberdeenshire (deputy Kathy Davidson), Jeanette Netherwood, Corporate Manager, Moray Health and Care Partnership</p> <p>Rachael Little welcomed everyone to the meeting and explained that the agenda items had to be reordered to allow invited guests to present their items.</p>	
2	<p><b>Minutes for Approval</b></p> <p>a. Minute of Last Meeting held on 19 November 2020</p> <p>The minute of the last meeting was approved.</p>	
3	<p><b>Matters Arising – none</b></p>	
4	<p><b>Appropriately trained and developed</b></p> <p>a. Electronic Employee Support System (eESS)</p> <p>* Pauline Rae attended the meeting to update on the progress of the eESS Project (presentation attached).</p> <p>Paul Allen chairs the Project Board. Alistair Grant is the Partnership representative on the Project Implementation Team. eESS to be implemented in February 2021.</p> <p>Alistair Grant reported that this was one of the busiest groups with the amount of work required and all that was involved, checking every stage for gaps and updating information. The work to implement could not be underestimated.</p> <p>Newsletters had begun to be issued and communications would be going to staff with information to be available on the intranet. The project team would be engaging with as many groups as possible starting with GAPF. Joan Anderson agreed to send details of the co-chairs of Sector Partnership Forums to Pauline Rae so contact could be made for a presentation at Sector Partnership Forums and Local Partnership Groups.</p>	<p><b>JA</b></p>

<p>5</p> <p>**</p>	<p><b>Well informed</b></p> <p>a.      Operation Snowdrop</p> <p>Adam Coldwells explained that he would share the flash reports routinely with the group.</p> <p>b.      System Transformation</p> <p>Preston Gan gave a presentation updating on the work of the System Transformation Overview Group (presentation and terms of reference attached).</p> <p>This group led on from Objective 7 and Sandra McLeod, Chief Officer, Aberdeen Health and Social Care Partnership, was the lead.</p> <p>Preston Gan proposed that GAPF could provide feedback on the remit and terms of reference for the group.</p> <p>Preston asked for support and feedback on the Pathway Concept Model from GAPF members. This was the green and yellow form on page three of the presentation.</p> <p>Feedback given was simpler messages for operational teams and reduce the number of overheads/films.</p> <p>Mike Adams asked that the personas be made simple, meaningful and realistic for staff as system transformation would mean different things for different staff. He suggested it was about “how does it affect me personally and professionally and how does it affect me in my day to day job”.</p> <p>Mike Adams reported that another group had asked about the System Transformation Overview Group remit regarding organisational change and whether it would cover all that the previous Organisational Change Overview Group used to cover.</p> <p>Claire Nichol liked the concept of system transformation and suggested the form be simple, colourful and meaningful to assist the understanding by staff.</p> <p>Joyce Duncan highlighted that the name of the group may not be meaningful enough to get staff on board and that the terms of reference required to be short, concise and clear.</p> <p>c.      Sector Reports</p> <p>Sector reports had been circulated for all to read. Exception reporting was requested for meetings.</p>	
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d. Terms and Conditions Sub-Group Annual Presentation

Diane Annand explained that Mike Adams was the interim joint chair for the Sub-Group covering for Gemma Hood. She referred to the distributed report which detailed the work completed since the last report had been presented in December 2019 and the current workplan. Due to the pressure of time on the agenda only Recruitment and Retention Premia (RRP) was presented to GAPF.

Mike Adams explained that previous RRP applications had a focus on the recruitment of staff whilst the current application had a retention focus. Due to Scottish Government delays in meeting with NHS Grampian and processing of the application since 31 March 2019, a revised application process had to be complied. Within this it would illustrate that due to Covid-19, recruitment had been possible to previously hard to fill posts, however this would not remain the long term position. Due to the timeline, there was increasing anxiety in the service and it was feared that if current staff had RRP withdrawn there was a risk to service provision as staff may leave.

Diane Annand noted that the timeline for NHS Grampian to submit the revised RRP application was 31 March 2021 and in order to meet the deadline a draft was being developed for the Terms and Conditions Sub-Group meeting on 20 January 2021 for discussion.

Martin McKay informed the group that as discussed at the Terms and Conditions Sub-Group he had raised NHS Grampian's concerns with the Scottish Terms and Conditions Committee (STAC) and explained the Grampian situation regarding the job market, the impact of Covid-19 pandemic and that the situation as at March 2021 would be an abnormal one. He reported that a discussion had taken place between STAC and the Scottish Government and the feedback was that his comments were not being ignored.

Paul Allen supported the comments made and noted that the recruitment and retention situation would eventually go back to what it was pre-pandemic and it would be very disappointing to lose the intellectual knowledge and young people trained by the organisation.

Rachael Little noted that the application would come to a future GAPF meeting.

e. The Dr Gray's Imaging Transformation Group

Grace Ball updated the group on the progress since they had last been at GAPF in October 2020.

Work was ongoing to look at gap analysis and pressure areas with eHealth. A 3-5 year programme to ensure a good staffing model in Dr Gray's Hospital out of hour's rosters was being looked at. They were also developing the scope of staff work at Dr Gray's Hospital and the work they did in community hospitals.

The business continuity plan was being reviewed together with Dr Gray's Hospital and Moray plus colleagues in Aberdeen and NHS Highland.

Communications with Emergency Department regarding referrals and out of ours to ensure critical work undertaken. They had been working with the orthopaedic surgeons in Aberdeen and wish to replicate the process in Aberdeen at Dr Gray's Hospital.

There was a need to maintain services at the same time as looking after staff wellbeing.

Lindsay Smith explained that the initial plan for radiographers was to move to a shift pattern. The out of hours service had been fragile over the last while as relying on locums but locum use had significantly reduced recently.

Progress with the Partnership group, Grace Ball, Local Partnership Group and GAPF has led to four new band 5 radiographer posts being approved and to be advertised to support out of hours radiography service. This was a welcome relief to staff who were exhausted covering out of hours shifts and after over a year of working to contract.

The work was continuing in the Dr Gray's Imaging Transformation Group. There was only one CT scanner and a backlog of patients. The group would be looking at extended days, different shifts, moving work to the community sites, out of hours for emergency work etc, to find ways to resolve the issues still outstanding.

Lindsay thanked everyone in Staff Side and Partnership Groups and Grace Ball for working alongside staff on this.

Rachael Little thanked Grace and Lindsay for coming along and noted that the item could return to GAPF in the future if there was a need for this.

#### f. Baird & ANCHOR Project Update

Gail Thomson reported that the full business plan for both new hospitals were approved two months ago. Alan Gray, Director of Finance, was the Senior Responsible Officer for the project and Jackie Bremner was the Project Director. Thanks was given to everyone who helped in getting this project to approval stage.

Contractors began on site the week before and work would begin early January 2021. Move in dates were May 2023 for the Anchor Centre and December 2023 for the Baird Hospital.

	<p>Meetings had begun to ensure that all those regularly on site know what work is being done so it does not impact on other clinical services. The Emergency Department road at Foresterhill would remain one way for the whole of the construction period. This would be communicated to staff on social media and global emails.</p> <p>Fundraising campaigns and targets were agreed with Archie Foundation for the Baird Hospital at £2m and the target for the Anchor Centre was £2m. More information on these would be communicated in 2021.</p> <p>Lots of work was ongoing around service redesign to ensure clinical services were ready to deliver in 2023.</p> <p>Gail Thomson offered to give anyone more information if they wished it and also to return to GAPF whenever it was felt appropriate for further updates.</p>	
6	<p><b>Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.</b></p> <p>a. Operation Home First</p> <p>* Fiona Francey gave a presentation to the group (attached). Operation Home First began as a reaction to the first wave of the Covid-19 pandemic. A number of staff were moved due to the pandemic and the Chief Officers discussed a strategic plan for these delegated services. Building on this and learning lessons from Operation Rainbow, Operation Home First remit was to maintain people at home or at home for as long as possible.</p> <p>The presentation slide “plan on a page” outlined all the pathways which came under Operation Home First.</p> <p>b Remobilisation Plan and c. Finance Report</p> <p>* Alan Gray gave a presentation to update the group on the situation across Grampian regarding positive Covid-19 cases (see attached). Further information was available on the Public Health Scotland website. The key points highlighted were the increase in COVID transmission in Aberdeen City, the high levels of occupancy in Grampian hospitals and care homes and the importance of all of us in following the national guidelines.</p> <p>Alan Gray thanked GAPF for all the support it had provided and said it was important to work together and go forward together. He said “although as individuals we are small drops of rain, together we are an ocean”.</p>	

	<p>Mike Adams noted the acknowledgement regarding payroll colleagues dealing with the £500 Covid-19 one off payment to staff in a recent communication. However, there had been a lot of questions regarding this being taken forward nationally and he suggested that staff be communicated with to say when that this would be paid. Alan Gray agreed to pass on this comment to Tom Power.</p>	
<p>7</p>	<p><b>Involved in decisions</b></p> <p>a. Asymptomatic Staff Testing Programme Update</p> <p>Gary Mortimer presented a slide to go along with the previously circulated paper (attached).</p> <p>1. Testing regime moved to twice a week for patient facing staff in hospitals. The criteria for testing was narrow but it was expected to widen.</p> <p>2. Patient facing staff including clinical and non-clinical, agency, volunteers, chaplains, etc, would be offered testing.</p> <p>3. There was to be a phased roll out commencing 21 December 2020.</p> <p>4. Staff would be asked to be familiar with the training before they collected their lateral flow tests. Staff were being asked to ignore the instructions inside the box of tests as NHS Grampian instructions were to be followed instead.</p> <p>5. An NHS Grampian webpage would be available to log on and complete information on collection of tests. After each test the member of staff was to input the information and the result into a Scottish Government webpage.</p> <p>Each box of lateral flow tests contained 12 weeks supply of tests. It was anticipated more supplies may be needed.</p> <p>If a lateral flow test showed positive, the member of staff would not attend work and have a Lab test done.</p> <p>Throughout testing and also those vaccinated were to continue to wear PPE and other protective measures. Testing was voluntary but staff were encouraged to do the tests.</p> <p>Rachael Little acknowledged the very challenging piece of work which had changed a number of times.</p> <p>Gary offered to speak to anyone outside the meeting who wanted further information or to the wider staff groups.</p>	

	<p>b. Covid Vaccination Update</p> <p>Susan Coull explained she was the Chair of the Workforce Sub-Group. Mike Adams and Gerry Lawrie were also members of the group.</p> <p>Vaccinations had begun with patient facing staff and others to ensure there was no waste of the vaccine.</p> <p>Communications were to be circulated to recruit vaccinators as hundreds were required. Recruitment had started this week. A mail shot would be sent to people who had indicated a desire to carry out vaccines; retired members of staff and people who had their Nursing and Midwifery Council (NMC) registration reinstated in spring 2020 asking if they would be interested in becoming vaccinators. Links were also being made with the local authority and third sector.</p> <p>Reports had to be sent to the Scottish Government weekly on Covid vaccinations given and the number of vaccinators recruited.</p> <p>Everyone was asked to communicate the need for vaccinators and encourage people to sign up.</p> <p>Michael Adams asked that all should be encouraged to sign up for receiving the vaccine. Any member of staff was allowed to sign up for any vaccine clinic advertised regardless of where people worked, with members of staff placed in the queue.</p>	
<p>8</p> <p>*</p>	<p><b>Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued</b></p> <p>a. Everyone Matters Pulse Survey</p> <p>Gerry Lawrie explained that she was deputising for Caron Thomson, Staff Experience Manager, who had undertaken all the work regarding the survey outcome.</p> <p>The results were available from 4 December 2020. Two reports were available, a Board Report and Directorate Reports which covered all the questions in terms of qualitative in a wordle and quantitative in iMatter style. 8000 responses had been received from NHS Grampian and Health and Social Care Partnership. (attached)</p> <p>Gerry proposed that GAPF discuss further how the organisation takes forward the data gathered along with iMatter and the Sturrock information.</p>	



9

## **Any Other Competent Business**

### a. Operation Snowdrop

Caroline Hiscox attended the first hour of the meeting. She reported a newly emerging situation for NHS Grampian resulting from the combination of winter and Covid-19 pressures. The previous night the Chief Executives Team had agreed that NHS Grampian would move to Civil Contingencies level four of Operation Snowdrop across NHS Grampian and step back from services that have started to remobilise. Operation Snowdrop was about five things:

- Staff health & well-being
- Flu and Covid-19 vaccinations
- Test and Protect
- Managing surge and flow
- Maintaining emergency and critical service

GAPF were the first group to hear this message and the detail was still being worked on. A communication would go to the whole system soon and there would be a need for staff deployment.

The whole system included care homes and NHS Grampian's number one priority was the staff health and wellbeing. The focus of GAPF was on the wellbeing of staff.

Implementation would be between end of December 2020 and 4 January 2021.

Michael Adams raised that the biggest challenge would be communication. The message needed to be simple and clear using all methods of media including using video messages.

Caroline Hiscox briefed that a meeting was to take place that evening to discuss communications and the role of the Communication Cell but communication needed to be simple, clear, realistic and accessible.

Martin McKay stated that the pressures already on the system should not be underestimated. Delivery of core services and the need to deploy staff did not fit well together.

Caroline Hiscox stated that there would be the need to step back down mobilised services, delivering only critical services to provide resilience to colleagues. Staff would continue to be asked to volunteer to assist in Care Homes as the aim was for shared and fair access to all and not to give more stress and work to any particular group of staff.

Joyce Duncan reported that from a Staff Governance Committee point of view they would be looking at supporting staff and thinking how to do things differently for the wellbeing of staff in the short, medium and long term.

	<p>Caroline Hiscox noted that the critical Board Committees would be the Clinical Governance Committee and the Staff Governance Committee to ensure governance of services delivered and the safety of patients and staff. Joyce Duncan stated that a Staff Governance Committee would be organised for mid-January 2021.</p> <p>Rachael Little and Susan Coull would discuss the best way forward for future GAPF meetings as NHS Grampian moved in to Operation Snowdrop Level 4</p> <p>b. NHS Grampian Operation Rainbow Recognition Coin:</p> <p>Mike Adams noted the Recognition Coin was being well received and asked everyone to encourage staff to claim their coin and if there were gaps in availability to let him know.</p> <p>c. Long Service Awards:</p> <p>Mike Adams reported that the second long service award had taken place virtually and had been well received. Amanda hosted the first virtual award ceremony for those with 40 years' service, Caroline hosted her first virtual award ceremony in her Chief Executive role for those with 35 years' service.</p>	
10	<p><b>Communications messages to the organisations</b></p> <p>a. Board Report</p> <p>Rachael Little noted that the report to the Board covering October and November 2020 GAPF activity had been circulated.</p> <p>Rachael Little and Susan Coull would discuss how to take forward GAPF for the next few months.</p> <p>Rachael thanked all GAPF for their input and looked forward to working together for the next year.</p>	
11	<p><b>Date of Next Meeting</b></p> <p>The next meeting of the group would be held at 10am to 12noon on Thursday 18 February 2021 via Microsoft Teams. Please note no meeting in January 2021.</p> <p>Agenda items to be submitted to Joan Anderson or Rachael Little before 8 February 2020.</p>	

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