



NHS GRAMPYAN Meeting of the Grampian Area Partnership Forum (GAPF)
Thursday 16 November 2023 10am to 12.30pm
Microsoft Teams

Present:

Adam Coldwells, Director of Strategy and Deputy Chief Executive (Co-Chair) - Chaired
Steven Lindsay, Elected Staff Side Chair/Employee Director (Co-Chair)
Leah Boudreau, CSP (deputy for Kathleen Tan) (10-11am)
Lynn Boyd, Service & Development Manager, Aberdeenshire Health and Social Care Partnership
June Brown, Executive Nurse Director – from 12 to 12.30
Susan Carr, Director of Allied Health Professionals & Public Protection
Jamie Donaldson, Elected Staff Side Chair of Health & Safety Representatives Group
Dianne Drysdale, Smarter Working Programme Manager
Alison Evison, NHS Grampian Board Chairperson
Jane Ewen, Nurse Director - Excellence & Innovation (10-10.30 and 11-11.30)
Alistair Grant, RCN
Gemma Hood, SOR
Stuart Humphreys, Director of Marketing and Corporate Communications
Elinor McCann, Head of Catering, Facilities and Estates (deputy for Chantal Wood)
Deirdre McIntyre, RCOP
Martin McKay, UNISON
Cameron Matthew, Divisional General Manager, Acute
Jason Nicol, Head of Wellbeing, Culture and Development (from 11am)
Tom Power, Director of People & Culture
Sandy Reid, Lead - People & Organisation, Aberdeen City Health and Social Care Partnership
Michael Ritchie, Unite
Philip Shipman, Acting Head of People and Change
Alan Sharp, Assistant Director of Finance
Joan Anderson, Partnership Support Officer

In Attendance:

Kenny O'Brien, Adult Public Protection Lead – for Item 2a
Luan Grugeon, Strategic Development Manager - for item 5a
Chris Middleton, Senior Manager, Performance Improvement – for item 5c
Ruaraidh MacKinnon, Catering Manager - for item 6d
Nick Fluck. Medical Director – for item 7b
Liz Howarth, Engagement and Inclusion Manager, Public Involvement Team - for item 9a

	Subject	Action
1	Welcome and Apologies Everyone was welcomed to the meeting and apologies were received from the following: Adeyinka Adewumi, Deputy Business Manager Paul Allen, Director of Infrastructure & Sustainability Diane Annand, Staff Governance Manager Janet Christie, BAOT	

	<p>Ian Cowe, Acting Head of Health and Safety Joyce Duncan, Non-Executive Director, Chair of Staff Governance Committee Caroline Hiscox, Chief Executive Gerry Lawrie, Head of Workforce & Development Kathleen Tan, CSP (Leah Boudreau deputised) Katherine Targett, Consultant Occupational Physician, Occupational Health Services John Tomlinson, Non-Executive Board Member Chantal Wood, Acting General Manager, Facilities and Estates (Elinor McCann deputised)</p>	
2	<p>Appropriately Trained and Developed</p> <p>a. NHS Grampian Adult Public Protection Training Framework</p> <p>Kenny O'Brien came along to explain the background to the Framework and ask GAPF to approve the updated version which had only been amended by dates and updated hyperlinks.</p> <p>GAPF had approved the previous version in September 2021. A full review had been held off while national changes were discussed. However, the need for an updated version had become important due to an impending inspection.</p> <p>Kenny explained that the eLearning for all public protection areas was undergoing review and a paper would be submitted to GAPF Development Sub-Group on 12 December proposing the amalgamation of the training into one module. This would be similar to other Boards and lead to an overall reduction in time required to undertake the modules. Refresher training period had been proposed for every two years, as this was not a subject staff were involved in regularly.</p> <p>If GAPF Development Sub-Group approved the new eLearning modules, GAPF would be asked for formally approve. Tom Power asked that a commitment be given to the proposed timescale of December 2023 for discussion/approval.</p> <p>GAPF approved the updated NHS Grampian Adult Public Protection Training Framework</p>	
3	<p>Minutes for Approval</p> <p>Minute of the Previous Meeting held on 19 October 2023 was approved.</p>	
4	<p>Matters Arising</p> <p>a. Once for Scotland Workforce Policies – Phase II</p>	

	<p>Philip Shipman reported that Phase II of the Once for Scotland Policies had gone live on 1 November 2023. A comparison between the old policies and the new policies had been written up by HR and available on the intranet.</p> <p>Written up a comparison between the old policies and the new once for Scotland policies. Link below:</p> <p>https://workforce.nhs.scot/policies/?query=&contentType=1533&ordering=atoz&showall=false</p> <p>A video had also been developed and was available on You Tube. Link below:</p> <p>https://www.youtube.com/watch?v=phmuSS7-aKQ</p> <p>b. NHS Grampian Changing Rooms and Locker Review</p> <p>Adam Coldwells had asked Alistair Grant to lead an Oversight Group to bring together the work from sectors and portfolios on this project and Alistair Grant agreed this would be done. The oversight group would only have to meet infrequently to oversee the work.</p>	
5	<p>Involved in Decisions</p> <p>a. Developing a New Strategic Approach to Engagement</p> <p>Luan Grugeon attended the meeting to update on the work she was undertaking around colleagues and citizens engagement. (Presentation attached). The work connected to the Plan for the Future and would be reported on in March 2024.</p> <p>* The plan was being developed using three approaches:</p> <p>i. conversations with staff, stakeholders, community members and third sector colleagues, using different approaches, to find out what engagement currently existed, what were the gaps and what improvements could be made</p> <p>ii. sounding board with system experts in work areas including Public Health, engagement colleagues, corporate coms, Planning Innovation Programme (PIP) Transformation Team, Quality Improvement Team, Leadership Culture and Wellbeing Team to find out how engagement happened on a daily basis with staff and colleagues</p> <p>3. case studies by gathering examples of what makes engagement great and examples of where engagement hasn't work</p> <p>Those three areas would inform the actions required to deliver the ambition around engagement.</p>	

Luan Grugeon was working on gathering the information before Christmas and then go back to all colleagues again in February to share progress.

Luan asked GAPF for suggestions on how best to reach people to ensure a range of NHS Grampian staff could be contacted.

GAPF suggested the following could be contacted to assist with gathering information:

- trade unions and professional organisations
- Nurse Managers
- Senior Charge Nurses
- Grampian Area Nursing and Midwifery Advisory Committee (GANMAC)
- Partnership Groups
- Focus on areas of deprivation for citizen engagement

Luan also asked GAPF a question “If one thing would change from March 2024, what would it be?”

All feedback to: luan.grugeon@nhs.scot

b. Partnership Facilities Release

Steven Lindsay explained that this item had been requested on the agenda by the Staff Side Group. They wished it be known that it was becoming increasingly challenging to have reps released from their day jobs for a whole variety of roles. This included job evaluation, Partnership activities, etc. Monthly Facilities Time Sheets were completed and submitted and figures from there were included as part of the Annual Report as part of the Trade Union Act 2016.

As elected Chair of Staff Side, Steven Lindsay was engaging with managers in specific areas of organisation regarding specific release arrangements of specific reps.

The pressures and financial challenges within NHS Grampian was recognised, however in order to continue to work in Partnership and have the relations with organisations there required to be release for representatives to undertake their duties.

Adam Coldwells, on behalf of NHS Grampian, noted that the organisation was committed to working in Partnership, which included Staff Side facilities release time. Adam suggested that if people struggling with this, Steven Lindsay and Tom Power could help understand what needed to be done to work with management colleagues to support release. Alan Sharp could be involved around financial issues. The organisation was committed to release of reps.

Adam requested an update from Steven and Tom to January or February 2024 GAPF meeting.

c. Sector/Portfolio Update – Medical Unscheduled Care (MUSC)

Chris Middleton outlined briefly the report which had been shared with the group. The same report had been shared with the Staff Governance Committee.

Chris outlined three focus areas for improvement around supporting staff, the structure of the portfolio and providing skills, knowledge and opportunity to staff within the system.

Chris went on to explain there were a number of things required to deliver the MUSC development process, and a number of risks and opportunities.

The organisational change process and Tests of Change within MUSC should be complete early 2024 and the plan was to implement:

- A 3-year rolling plan which linked capability development, financial planning, workforce planning, workforce development, and innovation.
- A MUSC portfolio governance regime, including creating sub-groups as follows:
 - Workforce planning and management.
 - Equality & Diversity, and Staff Health & Wellbeing monitoring.
 - Work environment audits and safety regimes.
- A Centralised training cell to ensure that opportunities were made available and prioritised effectively.
- Establishment of a portfolio partnership group
- Nomination of Speak Up advocates within the pathways structure and a designated System Leadership Team member and email account for staff to raise concerns confidentially.

Comments from the group included: staff at all levels of the MUSC portfolio working under incredible pressures and challenges; improvement of culture; encouragement to people to work with others.

Chris was thanked for the report and to pass on to the MUSC Team for all their hard work. Chris would share the thanks with staff in MUSC.

d. Scottish Government Staff Governance Standard Monitoring Return

Tom Power explained that the process began in summer gathering information to respond to the Scottish Government specific questions to Boards. Some of the questions were linked to the previous year's report and some topical or based on what they didn't know about NHS Grampian. The report included topics discussed at GAPF and highlighted positive items and what needed further work.

The Chief Executives Team (CET) and the Staff Governance Committee (SGC) had approved the report, both dependent on GAPF approval.

Alistair Grant made the point that with the implementation of derogations, the Staff Governance Standard would be put under pressure at a time when staff were already struggling. There was a need to look at the detail of future Staff Governance reports and consider what this would mean for the service to ensure it was safe, improved, informed, etc.

Adam Coldwells noted that it was incumbent on GAPF to lead on Staff Governance Standard and called on everyone in the group to take this forward on an ongoing basis, especially as the satiation became more challenging.

GAPF approved the return for submission to the Scottish Government.

A big thanks was given to Diane Annand for all the work she had done to pull together the return as usual.

e. Sector/Portfolio Update – Corporate

Reports had been circulated on all three areas for updating.

Philip Shipman updating on People and Culture. The directorate was undergoing an organisational change. Staff were being kept involved and workshops being held.

Philip outlined the iMatter Employee Engagement Index (EEI) score of 79 from a response rate of 87% for the directorate. Issues raised were being taken forward.

A Woodhill House Partnership Forum had been proposed as there was no Corporate Sector Partnership Forum. This would be set up once staff moved in 2024.

Stuart Humphreys Planning, Innovation & Programmes (PIP), Property and Asset Development (PAD) & Communications (Comms) highlights. Regular leadership and team meetings were held and the iMatter results indicated that approach was working.

All three teams reported a proportion of fixed or short-term contacts. The risks of loss of skills and expertise plus the time to replace staff had been highlighted. Also, the effects on wellbeing, morale and feeling of value of staff noted.

Executives recognised the importance of learning and development and had set up additional training/development for their team – learning for role, shadowing, prioritising protected time to undertake training.

Alan Sharp reported on the new Finance, Procurement & Performance Directorate. Alex Stephen was the Executive Director. Discussions ongoing regarding Partnership arrangements as Finance and Procurement had existing Partnership Groups. Imatter scores had been good and held up with the previous year's scores and good basis to build on.

Alan outlined three priority areas for the wider department which included succession planning, training and using and modernising systems to improve the working environment and make staff valued and appreciated.

Alan Sharp reported that there would be a temporary move of Finance staff from Westholme to Summerfield House before the move to Woodhill House in 2024.

Tom Power explained that each Staff Governance Committee and GAPF Report had been presented on a template and he hoped it was helpful to those who completed it. The process of reporting would be repeated in 2024. This would give an opportunity to see what had changed since the last report.

f. Use of Annual Leave Entitlement for 2023/24

Alan Sharp presented a paper to GAPF for approval. The paper, which had been agreed at GAPF Terms and Conditions on 15 November 2023, proposed to ask staff to make every effort to apply the policy position and have no carry forward of annual leave except exceptional circumstances ie maternity or long-term sickness absence.

NHS Grampian had a £50m overspend which the Scottish Government expected to be reduced to £43m.

Alan explained the cost to the organisation of staff who had annual leave days owing to them at the 31st March had to be recognised as a cost in our financial position.

Alan and the group agreed that it was important for staff to take their allocated annual leave for good health and wellbeing.

	<p>Specific annual leave provisions agreed for the Covid pandemic had now finished. A reduction in the cost of untaken leave from £18m to £13m had been achieved last year by encouraging staff to take all their leave within one leave year.</p> <p>The group agreed the recommendation with a communication strategy, which was to concentrate on the wellbeing of staff but also mention the saving to the organisation.</p> <p>The group discussed the need for staff and managers to be encouraged to plan annual leave across the leave year. GAPF Terms and Conditions Sub-Group had developed a good practice paper and it was agreed the sub-group would consider whether the paper required review.</p> <p>It was suggested that NHS Grampian should look at predictable absence and take ownership of this. Also noted was the need for all policies to be person centred. NHS Grampian had a significant female workforce with a significant number of staff with school age children which should be recognised when discussing best practice guidance on annual leave.</p>	GH
<p>6</p>	<p>Well Informed</p> <p>a. Finance Update</p> <p>* Alan Sharp gave a presentation on the highlights of the October financial position (attached). The detailed report would be shared with the group once ready.</p> <p>October had been an improvement on August and September, however there was still an overspend of £5.1m in month.</p> <p>Service pressures included supplementary staffing and inflation on supplies cost.</p> <p>The forecast for the financial year was an overspend of £49.9m</p> <p>The Scottish Government had requested the overspend to be reduced to £43m and the executive team had agreed a number of short-term measures to improve the financial position.</p> <p>Alan reported that the medical locum, agency nursing and drug spends had reduced compared to the previous month.</p> <p>Supplementary staffing and junior medical costs remain high. Medical supplies and medical contracts had increased due to inflation.</p> <p>The group discussed the backlog maintenance concerns and the aging buildings requiring urgent repair and maintenance across all</p>	

NHS Grampian sites. There was immediate work to be done on the Lab Building roof at Foresterhill and NHS Grampian had approved funding for this to begin imminently. Denburn Health Centre had been the other building which had reinforced autoclaved aerated concrete (RAAC) and had to be closed. A plan was underway for repairs to the Radiology building roof.

Alan Sharp explained that work was ongoing re the Scottish Governments Capital Funding Programme.

Adam Coldwells explained that NHS Grampian Board had a seminar on infrastructure and the key message was to balance proactive backlog maintenance against reactive maintenance to get the budget closely balanced as possible.

Disappointment was noted with a number of junior medical rotas which were non-compliant due to doctors not taking their allocated breaks. This led to a significant cost to NHS Grampian through increased levels of banding payments. A working group was looking at how to improve the situation and there had been seminars for junior doctors to outline how rotas should be organised. Expertise will be sought externally to try and learn how to improve as NHS Grampian was spending more than any other Board.

The group thanked Alan Sharp for his informative presentation.

b. GAPF Endowment Annual Report

Steven Lindsay gave a brief outline of the report, previously shared with the group. GAPF Endowment Fund received £50k annually. This amount was not always spent depending on the applications received. GAPF discussed how to ensure the communication of this fund was shared with staff to ensure wider applications in future.

The GAPF Endowment Fund Sub-Group had agreed to consider applications submitted for £10k non recurring fatigue funding agreed as part of the GAPF Development Event 21 September 2023.

c. Operational HR Team Update

Philip Shipman explained the purpose of the paper to the group was to highlight the significant risk the HR team had been facing in being unable to fulfil legal and policy requirements and also in supporting the NHS Grampian agenda.

Cases were becoming increasingly complex, more involvement of HR with Once for Scotland Policies and supporting organisational changes. The number of cases ongoing was well above the number of HR staff available. This had been affecting the wellbeing of HR staff.

The paper proposed derogations of HR roles. The Chief Executive Team (CET) had approved these derogations on the basis of them

being short term. GAPF was asked to support the proposals. If approved, a lot of work will be done on their implementation.

Staff Side Reps reported concern around the proposed derogations, while understanding the difficulties HR staff had.

Concerns included not having a note taker at a formal meeting; recording of meetings; not having HR advice to managers; lack of understanding of policies and procedures by managers; lack of facilities release of Staff Side/Partnership Reps which in turn increased workload to support processes; lack of early resolution due to lack of peoples availability; lack of early resolution leading to more work and time to resolve issues by everyone involved; number of organisational changes ongoing;

Adam Coldwells noted similar concerns had been discussed by CET and a full discussion would be required to ensure working together in Partnership.

Managers' lack of awareness and understanding of policies created additional work for HR staff.

It was noted that organisational change came with huge pressures on staff and could take a long time.

The Change Management Oversight Group, chaired by Adam Coldwells, had already reviewed the Organisational Change Policy. The group would check that the policy ensured fairness and if it required further review this would be taken forward.

Steven Lindsay noted that there was concern about the amount of change and organisational change processes ongoing. He suggested that management of changes be looked at rather than keeping making changes. Steven recognised the need to support the wellbeing of HR colleagues. However, efficiencies continuing to be made to support services was a concern and hoped that any derogations put into place would be lifted soon.

A meeting was to take place with GAPF Staff Side Reps and HR Managers 16 November 2023 and with BMA colleagues on 20 November 2023.

Adam Coldwells noted the number of concerns.

GAPF agreed to the work proceeding on the condition that discussions took place with Staff Side/Partnership Reps to ensure: the process was right; derogations were short term; derogations monitored; feedback received from all the parts of the organisation.

GAPF agreed to proceed on the basis outlined by Adam.

Communications agreed once a plan was in place.

	<p>d. Christmas Day and New Years Day staff meals</p> <p>Ruaraidh MacKinnon outlined the background to the proposal in the paper circulated to the group. The cost of providing meals to staff on Christmas Day and New Year’s Day was borne by the Catering budget. Wastage of 70-80% due to untouched food provided had been recorded. Catering budget could not cover these costs and the proposal was to cease providing meals. Many staff took in own meals on these days or ordered in to their areas.</p> <p>Each year managers were asked to give numbers of staff who would wish a meal provided on these days.</p> <p>GAPF discussed the pro’s and cons of the proposed approach. There were staff who would be appreciative of the food provided. GAPF proposed that instead of stopping offering the meals altogether, the communication included wellbeing of staff; positive initiative for staff working Christmas and New Year’s Days; detailed the waste and cost issues; asked departments to consider these when deciding on numbers of meals to order.</p> <p>Corporate Communications would assist with a message to staff. Timing of the message was important and closer to the events could be better. Managers may have more idea of staff wishes closer to the time.</p> <p>It was agreed that CET would make the final decision on the proposal if it was pursued.</p>	
7	<p>Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community</p> <p>a. Staff Breaks, Rest and Recovery Short Life Working Group – it was agreed to defer this item to December meeting.</p> <p>b. Ambulance 30 Minute Standard</p> <p>* Nick Fluck and June Brown attended GAPF to give a presentation on proposals to deal with unscheduled care delays (attached)</p> <p>Nick Fluck highlighted the need for changes due to the numbers of ambulances waiting outside the Emergency Department (ED) and all the reasons for this and the knock-on effects. There were significant patient and staff factors to be taken account of.</p> <p>A National Safe Transport of Care Report with recommendations had been shared in April 2023. These recommendations had not been implemented in NHS Grampian.</p>	

The proposal was not about changing the number of people admitted or discharged. It was about the process for this. Nick Fluck wished to move quickly to a protocol to bring people from ambulances into ED within 30 minutes of their arrival; as well as for patients within ED to receive a specialist assessment within 30 minutes; to increase beds from 20 to 30 and increase discharge lounge capacity to 8 patients.

Nick Fluck confirmed that collaborative working in Partnership was required. This process had been introduced in other Boards successfully.

A number of meetings had been held and communications shared. A number of Standard Operating Procedures (SOPs) were required to be agreed.

GAPF discussed the presentation and made comments:

- If the 30 min window was not being met and the data and metrics shows it was not a viable time frame window, would it be reviewed?
- Concern around the pressure on staff to take the new timeframes forward
- Monitoring was required
- Staff Side noted that they had a big increase in contacts from trade union/professional organisation members with professional concerns, anxieties and distress about the proposals and the uncertainty
- Need the process to be taken forward in a timeous way
- Implementation by 4 December 2023 ambitious
- Concerns from staff that Clinical judgements were being overridden
- Concerns about staff wellbeing and the pressures on staff being added to
- corridor care numbers increasing and concern that became the norm

Given the level of distress that had been expressed by staff in ED earlier in the year, Steven Lindsay asked if there was a risk that these changes could cause distress for other staff in related areas. Nick Fluck acknowledged that is not good that staff are distressed. Good that level of communication is high.

Go live date – clear we cannot move forward on SOP until we have that extra bit of buffer capacity at the time it happens. And need to be done synchronised. Appreciate lots of movement at one go but hopefully would work together.

Nick Fluck explained the new SOPs would build in suitability placement of patients and making those judgements important in the decision making. A&E clinicians and whole teams trained to do

	<p>rapid assessment around whole range of illness efficiently and when need ongoing care move patients as quickly as possible. The Frailty pathway was improving to move patients from hospital to home. The Bed Base Review was mainly for respiratory and frailty specialities.</p> <p>c. Culture Concerns</p> <p>As the meeting was extended, Jason Nicol had to leave before this item. Jason noted in the chat that a detailed update on culture concerns; Year of the Manager; Commitment to culture roadshow; the next phase of the Best Practice Australia (BPA) culture survey and the culture matters program board would be given to the next meeting.</p>	
8	<p>Appropriately Trained and Developed</p> <p>a. GAPF Development Event – Next Steps – Steven Lindsay</p> <p>The GAPF Action Planning Group would share communications updates as noted at the event. Applications would be sought for the Fatigue £10k non-recurring funding.</p>	
9	<p>Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued</p> <p>a. Initial feedback from the NHS Grampian Celebrating Diversity Festival - Becoming an anti-racist and anti-discriminatory Health Board</p> <p>* Liz Howarth gave a presentation (attached). She outlined the objectives included in a 5 year plan which included the NHS Grampian Diversity Festival on 4 October 2023. Feedback from the festival was very positive. An anti-racism video statement had been launched.</p> <p>Liz Howarth asked GAPF to assist with reaching all parts of NHS Grampian to ensure awareness and learning was shared and invited GAPF to be involved in 2024 priorities and opportunities to include some of these in 2024 plan recognising the benefits of working together and highlighting the great work in the organisation.</p> <p>Liz confirmed that the racism was the first of the protected characteristics to be considered by NHS Grampian. Learning would be used for expanding the work to the other protected characteristics giving them equal focus and support.</p> <p>Martin McKay was a member of the Scottish Government Social Care Steering Group which was looking at improving wellbeing and cultures and looking for examples of best practice. Martin would speak with Liz about including the work she was involved in.</p>	

	<p>A schedule of events each month for 2024 was being planned and GAPF were happy to work with Liz on this. GAPF would add to agenda for early 2024 for further discussion.</p> <p>b. Grampian Empowered Multicultural Staff (GEMS) involvement in Executive Recruitment – it was agreed to defer this item to December meeting.</p>	JA
10	<p>Any Other Competent Business</p> <p>Adam Coldwells reported that Caroline Hiscox was going on Secondment to Tayside Health Board. A formal note of thanks was given to Caroline for all her work as Chief Executive over last few years and her support of Partnership working.</p>	
11	<p>Communications messages to the Organisation</p> <p>Steven Lindsay would prepare a report from the meeting for the NHS Grampian Board.</p>	SL
12	<p>Date of next meeting</p> <p>The next meeting of the group to be held at 10am to 12.30pm on Thursday 21 December 2023 via Microsoft Teams.</p> <p>Agenda items to be sent to: gram.partnership@nhs.scot by 4 December</p>	

Joan Anderson - gram.partnership@nhs.scot