

Approved Minutes

Meeting: Person Centred and Staff Governance Committee (PCSGC)

Date: Thursday 3 September at 13:00 hrs

Venue: Via Microsoft Teams

Members

Stephen McAllister	Non-Executive Director (Chair)
Jane Christie-Flight	Non-Executive Director / Employee Director
Marcella Boyle	Non-Executive Director
Rob Moore	Non-Executive Director

In attendance

Anne Marie Cavanagh	Executive Director of Nursing and Allied Health Professionals
Catherine McAlister	Staff Side Representative
Elaine Cameron	Non-Executive Director
Gareth Adkins	Executive Director Quality, Innovation & People
Laura Langan	Head of Clinical Governance (for agenda item 5.2)
Liane McGrath	Head of Corporate Governance
Sandie Scott	Head of Communications (for agenda item 6.4)
Serena Barnatt	Director of HR
Susan Douglas-Scott CBE	Board Chair

Minutes

Christine Nelson	Executive PA
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Apologies

Jann Gardner	Chief Executive
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1. Opening Remarks

Stephen McAllister opened the meeting and thanked everyone for attending.

2. Apologies

Apologies were noted as above and accepted.

3. Declarations of Interest

There were no declarations of interest.

4. Updates from last meeting

4.1 Unapproved Minutes

The minutes from 2 July 2020 were approved as an accurate record of the meeting.

4.2 Actions

All previous actions were updated or closed.

4.3 Matters Arising

Marcella Boyle highlighted the discussion at the July Person Centred Staff Governance Committee (PCSGC) meeting regarding the volunteers' roles in the expansion and that Serena Barnatt had agreed to include this in future updates.

5 Safe

5.1 Integrated Performance Report (IPR)– Staff Governance

Gareth Adkins presented the Staff Governance section of the IPR. The following highlights were noted:

Stress, anxiety, depression and other psychiatric illnesses remain the main cause of sickness absence with rate still above target at 4.1%. Monitoring of the rate is ongoing. With regards to Covid-19, shielding came to an end on 31st July 2020. New guidance and risk assessment process for staff has been worked through to help shielding staff return to work.

Within the year to 31 July 2020, 50% of Agenda for Change staff completed their appraisal using TURAS. Medical appraisal has been paused at the moment. Job planning was suspended but will be part of service planning within the recovery plan.

Gareth Adkins agreed to get an update on the status of medical appraisal from Mark MacGregor and report back to the Committee.

Action 030920/01: Gareth Adkins to get an update on the status of medical appraisal from Mark MacGregor and report back to the Committee.

The Committee approved the IPR – Staff Governance.

5.2 Complaints and Annual Feedback Report Update

Gareth Adkins highlighted that the report was presented to the Committee only for a staff governance perspective.

Laura Langan referred to the draft report circulated to the Committee, explaining that it referred to the formal feedback data received over the year 2019-20 and that the final draft will be shared with the Committee.

Laura Langan provided an overview of the report highlighting a slight increase in stage 1 and 2 complaints. Some challenges were experienced with adhering to response timelines which the team continue to monitor and improve. The top 3 themes remained as clinical treatment, lack of communication and staff attitude. Five complaints and one query progressed to a significant adverse event (SAE), 3 of which were escalated to a

root cause analysis (RCA). Five cases were referred to the Scottish Public Services Ombudsman (SPSO), 2 of which were rejected by the SPSO. Compliments were the highest feedback, with 173 being received.

Laura Langan gave assurance that despite the numbers of complaints remaining low, the team was not complacent.

Marcella Boyle thanked Laura Langan for the comprehensive report and asked what else can be learned from the upheld complaints. Laura Langan responded that the team have sought advice from the SPSO, who have advised they are not concerned at the level of complaints and to recognise that although the organisation is striving to always get it right first time, a culture of people feeling able to complain is positive and the priority focus should be how this is dealt with. Marcella Boyle reflected that the SPSO response shows that they feel comfortable that there is a robust process in place.

Jane Christie-Flight highlighted that staff attitude is always one of the most common themes for complaints and suggested that perhaps the organisational values require to be refreshed. Gareth Adkins outlined the plan for the alignment with the national values work being carried out, looking at the culture of the organisation, how staff work in teams and what the values mean to them. This will be included in the health and wellbeing strategy.

Gareth Adkins explained that there is a plan to refresh the senior leadership group and look at how they work as a team. In addition, the approach to patient experience is being reviewed.

The Committee noted the Complaints and Annual Feedback Report.

6 Person Centred

6.1 Partnership Forum Report

Jane Christie-Flight presented the Partnership Forum Report for the 24th July and 21st August meetings which included:

- An update on the Board's progress on delivering the recovery plan.
- A presentation on the revised organisational structure including the medical, operational/management, nursing and performance, planning and programmes.
- An update on the national programmes of work with some paused programmes restarting in the near future.
- Guidance for classroom training sessions.
- The new rolling CME programme which will be rolled out to include all staff groups.
- The Forum reviewed and agreed that the organisational values are fit for purpose.
- Staffside representatives now have access to iPads to assist them with attending meetings remotely and accessing papers via admin control.
- The Forum was provided with details of updated policies.
- The workforce report was approved.

- The Forum approved the reviewed process for offering annualised contracts for bank staff and reviewing information held for bank staff in line with data protection.
- The Health and Wellbeing group is reviewing existing as well as developing new services for staff. Some funding will be available for projects and regular updates will be provided to the Partnership Forum.
- The Forum was provided with the closure report from the physical distancing group with responsibility for ongoing monitoring going to the Health and Safety Forums and Committee.

The Committee discussed how the forum will monitor the charitable and endowment funding granted for health and wellbeing. Jane Christie-Flight gave assurance that updates will be provided through the Staff Governance Sub Group, Partnership Forum and PCSGC.

The Committee discussed the pulse survey being carried out in September instead of iMatter this year. The pulse survey focusses on health and wellbeing through the Covid-19 pandemic and will be carried out mostly in a digital format, which will enable results to be shared sooner. The results will be provided at a Board and directorate level.

The Committee approved the Partnership Forum update report.

6.2 Volunteer Strategy And Action Plan

Gareth Adkins noted that the Volunteers have not been on site during the pandemic and bringing the Volunteers back on site needed to consider the duty of care to the volunteers against the value of having them on site.

Serena Barnatt provided a brief update and acknowledged the input from the volunteers throughout the Covid-19 pandemic through virtual methods. Serena Barnatt explained that the strategy has been in place for 18 months and it is planned to look at the successes and the impact of Covid-19. Some volunteers moved into pastoral care roles during this time. The volunteers' ability and keenness to continue their work and their flexibility was noted by the Committee.

New volunteer roles are being developed as part of the expansion.

Marcella Boyle echoed Serena Barnatt's comments, commending Liz Rogers and Andy Gillies in supporting the volunteers, adding that the Volunteer's Forum meetings have been paused but work is ongoing.

The Committee noted the Volunteer Strategy and Action Plan Update

6.3 Health and Wellbeing Update

Jane Christie-Flight explained that the Health and Wellbeing Group initially carried out a gap analysis for health and wellbeing provisions for the organisation. The outcomes aligned with the thoughts for the strategy. Three short life working groups have been formed to focus on 3 areas: Mental, Physical and Financial and Social health and wellbeing. The mental health support is likely to need a business case and resources.

Third sector agencies can be utilised and promotion of services will be required. Regular update on this work will be provided to the Committee.

Gareth Adkins agreed to present the draft health and wellbeing strategy to the Committee at the November meeting with a delivery model being developed thereafter.

Stephen McAllister acknowledged the work in this area and how critical this support is at this point in time and agreed to an update being provided in November.

Rob Moore asked what method of feedback is being considered for the health and wellbeing work. Gareth Adkins explained that the strategy is based on the CIPD framework. Staff engagement will be included and it also links to the people strategy. An app based method is being considered for feedback which would allow temperature checks and invite comments on different themes.

Action: 030920/02: A Health and Wellbeing group update and the draft strategy to be presented to the November PCSGC meeting.

The Committee noted the Health and Wellbeing update.

6.4 Communications Update

Sandie Scott joined the meeting to provide an update stating that 2 issues of the new digital magazine have now been produced with the first digital team brief planned for September.

Sandie Scott gave an overview of the internal communication plans detailed in the report.

Marcella Boyle asked how effectiveness of the new formats of communication will be monitored. Sandie Scott responded that this process is easier and more feedback can be gathered with the new formats and that this will further improve with the introduction of Microsoft 365 to the organisation. In addition, for staff working remotely, the staff magazine is shared on social media, and pdf versions are available which can be read on various types of electronic device.

The Committee noted the report adding that it is unusual for staff to ask for more communication.

6.5 Bank Staff

Serena Barnatt informed the Committee that the Bank Staff records have been cleansed and a process put in place to remove anyone who has not worked for the organisation for 12 months. Departmental records are being monitored ensuring compliance with data protection legislation.

The Committee noted the verbal update on Bank staff.

7 Effective

7.1 Recovery Workforce Plan Update

Gareth Adkins provided an overview of the update paper, highlighting the workforce planning process in relation to the recovery plan including the reutilisation of level 4, added services and acceleration of the opening of the eye centre.

National guidance is expected on changes to the new 3 year workforce plan which was originally due in March 2021.

Gareth Adkins stated that an integrated workforce planning approach is being applied, incorporating horizon scanning, the impact of the labour market, workforce issues across Scotland and re-shaping roles for the future.

Anne Marie Cavanagh informed the group that 25 third year student nurses who joined the organisation during the Covid-19 pandemic, have all been interviewed and accepted substantive posts. The organisation has helped them with continuing their academic work throughout this time.

Stephen McAllister acknowledged the effort put into this work and gave thanks to all involved.

Susan Douglas-Scott thanked Gareth Adkins for the update and stated that the Cabinet Secretary has requested the mobilisation plans are reviewed to take into account psychological services for staff and that input from the Committee would be appreciated. Gareth agreed to provide an update to Susan Douglas-Scott prior to the Chairs meeting in October which will then be presented to the Committee at the November meeting.

Action 030920/03: Gareth Adkins to provide an update to Susan Douglas-Scott for the October Chairs meeting on psychological services for staff and then update at the next PCSGC meeting.

The Committee noted this update.

7.2 Clinical Education Annual Report

Anne Marie Cavanagh provided an overview of the Clinical Education Annual Report and highlighted the following:

- Dementia training: Dementia Scotland part fund the role of the Dementia Nurse. Dementia training was provided. Levels of intervention needed for patients is now discussed at the daily huddle.
- CBAS Programme: CBAS continues to promote values-based, quality, person centred care throughout the organisation. There is the potential for this programme to be rolled out across all staff groups, not just nursing.
- Day Zero Pilot Project: This pilot determines feasibility of transferring patients requiring lung resection surgery back to the ward post-operatively rather than to the High Dependency Unit.
- End of Life Care: Particularly for the heart failure service. Assurance that training has been provided as well as support by colleagues at St Margaret's Hospice.
- Education across the organisation will be included within next year's report.

Marcella Boyle commented that the new style report provides a clearer picture and the case studies are beneficial. Anne Marie Cavanagh thanked the Comms Team for their input and added that the report is also helpful for nurses with NMC registration and evidence.

Stephen McAllister commented on the contribution to an academic book being published. Anne Marie Cavanagh responded that the service is very proud and the organisation is one of the only Boards to fully embrace the programme.

Susan Douglas-Scott asked Anne Marie Cavanagh to pass on the Committee's congratulations on the work on this programme.

The Committee approved the Clinical Education Annual Report

7.3 Workforce Monitoring Report

Serena Barnatt confirmed that the Committee's previous comments have been incorporated into the report and approval was now being sought.

Serena Barnatt explained that the average sickness absence rate was 4.9% for the period 1st April 2019 to 31st March 2020, which compares to 4.8% the previous year. Anxiety, stress, depression or other psychiatric illnesses remains the most common reason for absence with 24% of absences relating to this.

Youth employment remains low in numbers but work is ongoing with other organisations to improve this.

Changes to pensions has meant that there is an increase in the ageing workforce. To support staff, flexible working patterns and agile working is being considered.

Serena Barnatt stated here has been an improvement in the quality of data held in relation to the protected characteristics of employees since the implementation of the Electronic Employee Support System (eESS) but that people don't always declare health issues or disabilities.

Stephen McAlister asked if the health passport programme is in use within the organisation. Serena Barnatt responded the this is being considered as part of the Equality Strategy review.

Gareth Adkins stated that he is reviewing the strategy and work is starting on the Equality Outcomes for the next 4 years.

Marcella Boyle asked about the response to the youth guarantee proposal announced by the government. Gareth Adkins responded that work on improving youth employment within the organisation is ongoing with links made with Princes Trust to provide more pro-active placements and work experience.

The Committee approved the Workforce Monitoring Report.

7.4 Staff Governance Action Plan

Jane Christie-Flight asked the Committee to approve the closure of the 2019/20 and the new 2020/21 action plan, explaining that any areas on the 2019/20 plan which have not been completed have been carried forward to the 2020/21 plan.

The Committee approved the closure of the 2019/20 action plan and the new 2020/21 action plan.

7.5 Key Performance Indicators (KPI's) and Appraisal

Gareth Adkins informed the Committee that the changes to the KPI's has been approved virtually.

Appraisal was discussed during the IPR section of the meetings.

The Committee noted the KPI and appraisal update.

8. Any Other Competent Business

No other business was noted.

9. Items for Board Update

The Committee agreed on the following items being included in the Board Update paper:

- Medical appraisal.
- Pulse survey
- Volunteers update
- Health and wellbeing work
- Communication update
- Recovery plan
- Further education report.

10. Date and time of next meeting

The next meeting of the Person Centred & Staff Governance Committee is scheduled for Thursday 5 November 2020 at 13:00 hrs