Approved Minutes

**Person Centred Committee**

29 January 2019

**Members**

Kay Harriman Non Executive Director (Chair)

Jane Christie-Flight Non Executive Director (Employee Director)

Marcella Boyle Non Executive Director

Stephen McAllister Non Executive Director

**In Attendance**

Anne Marie Cavanagh Director of Nursing

Claire McArthur Expansion Programme Manager (agenda item 7.4)

David Miller Associate Director of HR

Gareth Adkins Director of Quality, Innovation & People

John Scott Expansion Programme Director (agenda item 7.4)

Laura Langan Riach Head of Clinical Governance (agenda item 5.1)

Sandie Scott Head of Corporate Affairs (agenda item 6.2)

Tilda McCrimmon Lead Nurse For Dementia (agenda item 6.5)

**Minutes**

Christine Nelson Executive PA

**Apologies**

Jack Tait Lay Representative

Jann Gardner Chief Executive

Mark McGregor Non Executive Director

**Standing Declarations of Interest**

None Declared

1. **Chair’s Introductory Remarks**
   1. Kay welcomed everyone to the meeting.
2. **Apologies**
   1. Apologies were noted as above.
3. **Updates from last meeting held on 16th October 2018**
   1. **Minutes of last meeting**

The minutes of the last were approved subject to the following amendment:

Section 8, AOCB. Bullet 2: Change to “Stephen McAllister, new non executive director, has accepted the invitation to become a member of the PCC”.

* 1. **Actions**
     1. All previous actions were updated and closed, except for the following:

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| **Action No.** | **Action** | **Action by** | **Status** |
| 240418/06 and 240718/02 | **People Strategy (Workforce Strategy & Health & Wellbeing Strategy:**  Workforce Strategy now called People Strategy and will incorporate health and wellbeing. Workshop planned for 05.02.19. Strategy will be presented at the April 19 meeting. | Gareth Adkins | ONGOING. Closed. New action generated.  **290119/01** |

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| 161018/11 | Andrew Gillies to be invited to the April meeting | David Miller | DM to clarify purpose. Committee agreed a general update presentation |

**4. Matters Arising**

4.1 Marcella stated that she recently attended the Human Factors training and found it very enjoyable and informative.

4.2 Marcella requested further discussion around lay representation on committees.

4.3 Gareth informed the Committee that a survey was carried out to gauge the impact on staff. Approximately 30 staff out of 1800 are EU27 staff. Information has been shared on how to apply for settled or pre-settled status through the settlement scheme for EU27 staff. Laura added that there will be a further update at the next Board meeting on Brexit contingency planning

**5. Safe**

5.1 **Complaints Report**

Laura joined the meeting to give an overview of the quarter 2 activity (1st July 2018 – 30th September 2018) including the new 9 Key Performance Indicators (KPI’s) introduced with the revised guidance.

Key points to highlight from the report in relation to complaints performance are:

* There were 19 (7 Stage 1 and 12 Stage 2) complaints received during Q2, this represents the same activity (19 complaints) from the same quarter during 2016/17. However, it must be noted that in 2017/18 Q2 there was 15 stage 1 and 4 stage 2. Therefore there has been an increase in stage 2 complaints.
* Out of the 19 complaints received 5 were fully upheld, 4 were partially upheld, 9 not upheld. One complaint is closed but does not have a final outcome as an internal Human Resources investigation is underway. The final outcome will be reported once this has been concluded.
* The main themes related to clinical treatment, with Orthopaedic (6) and Interventional Cardiology (4) receiving the highest complaints.
* During quarter 2 there were 2 stage 2 complaints that were not responded to within 20 working days. One of which was due to an admin error.

Work continues to develop the report content and use of data over time; some information is included within the appendix with plans to build into the main report template moving forward.

Laura asked the Committee to note that there have been 3 times more compliments than complaints and there have been compliments received on how complaints were handled.

Work is being undertaken to improve the waiting times on interventional cardiology.

Laura asked the Committee to note the performance for Quarter 2, invited questions and comments and asked it to select a complaint from appendix 2 to be presented at the next PCC for scrutiny.

Jane stated that it is positive to see a reduction in complaints received regarding staff attitude.

Marcella thanked Laura for providing more context but was still concerned about the number of complaints being upheld and asked Laura for her thoughts on this.

Laura responded that this is difficult to gauge. The percentage of upheld complaints has increased but is it unclear whether this is due to better engagement with the complaints process. The ombudsman is not concerned.

Marcella asked for a benchmark against other health boards showing whether complaints upheld are proportionate to the:

* number of complaints.
* expansion of the organisation
* complaints received by other Boards.

Gareth suggested using a funnel plot and agreed to look at this further with Laura and report back to the Committee.

The Committee agreed to look at the overall complaints for interventional cardiology from April 2018 to March 2019.

Kay acknowledged the high number of compliments and thanked Laura for attending.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 290119/02 | **Complaints Report:**  Explore using funnel plot to show benchmark of complaints to GJF compared to other Boards. | Gareth | New |
| 290119/03 | **Complaints Scrutiny April 2019:**  Look at overall complaints for interventional cardiology from April 2018 to March 19. | Gareth/Laura | New |

The Committee noted the quarter 2 complaints activity report. Laura left the meeting.

5.2 **Quarterly Staff Governance Report**

David informed the group that data for iMatter and Mandatory training will not be available until the April meeting but provided an overview of sickness absence within the Board for the period 1st October 2018 to 31st December 2018.

There has been a slight decrease in short term absence and a slight increase in long term absence. The Board is still achieving a lower rate than most other boards but not hitting the target of 4%.

The Committee discussed possible reasons for the high absence rate in surgical with the majority of absences being mental health related. Gareth stated that the health and well-being workshop is intended to formulate plans that will support reducing and managing sickness absence including mental health related absences.

Stephen agreed that the overall picture is positive and that many organisations would aspire to these figures.

Jane warned that when the Once for Scotland policy is launched there will be expectation to further improve.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 290119/04 | **Quarterly Staff Governance Report:**  Health and Wellbeing Workshop to develop plans for supporting reductions in sickness absence. | Gareth | New |

The Committee noted the quarter 3 staff governance report.

5.3 **Occupational Health & Safety 6 Monthly Report**

David gave an overview of the summary report of Health and Safety Committee outputs and delivery against targets over the past quarter and any significant issues currently affecting the organisation.

There was one adverse incident which was reported to HSE within the required timeframe.

One of the key focus areas of the health and safety committee action plan is dealing with violence and aggression with a short life working group formed to review training needs. Gareth added that there is a targeted approach on critical care and the principles of de-escalating certain situations. For example, patients with delirium.

Fire risk assessments have been reviewed and audited for all areas of the organisation.

There has been a flu vaccine uptake of 45% against a target of 60% by March. This is an improvement on 2017/18. This is thought to be related to an improved advertising campaign.

The managing skin at work procedure has been approved by Partnership which was updated to reflect recommendations from the HSE. Kay queried records requiring to be kept for 40 years. David agreed to check this.

The Healthy Working Lives gold award has been retained for another year.

The OH Physiotherapy health promotion campaign “FitforLife” is underway. Leaflets promoting the campaign will shortly be circulated to staff.

Gareth informed the Committee that the Lothian model for face fit testing is being considered. Support of OH staff may be available through this.

Marcella asked how the expansion work is being accommodated in relation to fire safety. For example, fire shutters being down in the street area. Anne Marie stated that this shutter is down for infection control reasons and was risk assessed.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 290119/05 | **OH & Safety Report:**  Check skin surveillance records requiring to be kept for 40 years | David | New |

The Committee noted the Occupational Health and Safety 6 Monthly Report.

**6. Person Centred**

6.1 **Involving People Update**

David asked the Committee to discuss and note the Involving People update which included a quarterly brief on progress across the involving people agenda, highlighting key activity for October 2018 – December 2018.

The Carers Guide was discussed which highlights the short and long term caring options available in the Board.

Progress is being made with the quality walkrounds with survey monkey being set up on the iPads for the questionnaires.

Additional volunteers will be started as part of the expansion.

The volunteer strategy was endorsed by IPG as an excellent piece of work and regular updates will be provided to the group.

The new volunteer welcome guide role for the new ophthalmology unit was shared with IPG who were supportive of the role.

The Committee noted the Involving People Update.

6.2 **Communications Update**

Sandie joined the meeting to give a verbal communications update to the end of December 2018.

From April – December 2018 there were 229 items covered by the media which resulted in the second busiest year so far. There were 2 negative stories printed which were both relating to cancellations.

On social media, our Facebook target has been reached. Twitter is below target but a 2.3 million reach has been achieved so far with 30.5 thousand shares or likes.

The website update may cause some disruption. The corporate area will be updated first and user testing is currently being carried out.

Film production is ahead of target with 63 produced this year and the number of Youtube subscribers has more than doubled.

The Department are collecting feedback to determine how much videos improve patient understanding of the service. Staff have the opinion that patients have a better understanding.

The positive engagement score remains over 99%. Directorate letters have a 100% response rate and 100% of emails are responded to within 48 hours.

Patient information is being reviewed to ensure it is up to date and that review dates are accurate.

Other current projects include:

* An App for hip and knee replacement information
* Zero tolerance campaign
* Cancellations campaign
* ePR
* Expansion
* NHS publishing protocol

Anne Marie stated that patient consent for the thoracic video and the one proposed for interventional cardiology, which patients view during their pre-operative assessment, was discussed at Clinical Governance Committee.

Sandie left the meeting.

6.3 **Coaching Activity**

David stated that this report was in response to the Committee’s request for an update on Coaching within GJF. Currently 13 staff are receiving coaching which is a significant increase on previous years. Coaching is provided in a variety of ways including the coaching bank with 8 qualified coaches and 1 in training, the executive coaching bank, the West of Scotland OD Leads network and National 8 Coaching matters group. In addition 5 of the GJF coaches are coaching 5 staff from other health boards.

Locally, a bank of coaches that can support staff coaching is being developed along with a network to support our coaches with their practice, supervision and ongoing CPD.

A guide called Coaching Matters has been developed which is soon to be launched at GJF. Kay stated that she thought this guide was excellent.

Jane asked if the 6 newly qualified coaches have been given opportunities to coach people. David responded that they are, although care is being taken to ensure coaches with the appropriate level of experience are being matched with individuals.

The Committee noted the Coaching Activity report.

6.4 **Workforce Plan**

David directed the Committee to the draft workforce plan 2018/19, which highlights the progress made in 2017/18 and plans for 2018/19 and further into the future with the expansion of services. He apologised for the plan being late due to eESS implementation.

David explained that more ownership has been given to teams for their workforce planning but there is still an over-arching plan. The Plan is on target and actions are being achieved. David gave assurance that work has already started on the plan for 2019/20. Scottish Government are working on an integrated 3 year workforce plan which is thought to be launched in September 2019.

Kay referred to page 7, Section 1.6, action 2 regarding inability to recruit staff to support ePR and asked what the reason for this was. David replied that a role to support expansion, ePR and agile working is being developed but the funding is not yet confirmed. David will update the wording of this action.

Kay stated that it is a pity that there are no modern apprentices in the organisation. David stated that we continue to link with colleges, linking into work and looking at Princes Trust. The expansion project also offers apprenticeship opportunities.

Marcella stated that the important thing is to focus on young people, which is being done.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 290119/06 | **Workforce Plan:**  Update the wording of 2017/18 action plan, action 2 to reflect development of role to support ePR, expansion and agile working | David | New |

The Committee approved the Workforce Plan for 2018/19.

6.5 **Dementia Strategy**

Kay welcomed Tilda to the meeting and invited her to give an overview of the Dementia Strategy.

Tilda explained that there have been many changes since the last strategy as we are learning more and things are continuously evolving.

Kay stated that she found the strategy fascinating and praised the layout of the report.

Tilda stated that the SMT had requested that some more information was included on employees with dementia.

Jane added that we have carried out some dementia awareness training with staff and agreed to speak with Eleanor Lang about including a paragraph on supporting the workforce.

Anne Marie added that the organisation needs to be mindful of how staff who are caring for close relatives with dementia can be supported.

Marcella suggested Tilda attend the Volunteer Forum to discuss how the volunteers can support patients with dementia and their families.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 290119/07 | **Dementia Strategy:**  Ask Eleanor Lang to incorporate a paragraph on supporting the workforce. | Jane | New |
| 290119/08 | **Dementia Strategy:**  Invite Tilda to the volunteer forum to discuss volunteer support for patients with dementia and their families | Marcella | New |

The Committee approved the Dementia Strategy subject to the amendments requested and that the strategy should then go to the Board for approval.

Tilda left the meeting.

**7**. **Effective**

**7.1 Partnership Forum Report**

Jane gave an update of the work undertaken by the Partnership Forum during the last quarter to ensure the Board meets the requirements of the Staff Governance Standards. The report summarises the Forum meetings held on 2nd November and 14th December 2018.

The contingency to cover CEO duties until Jann Gardner starts and the winter plan were implemented.

Chip and PIN services have been installed to the canteen and cafe latte.

Regular updates are being provided on the eHealth programme for 2018/19.

Benefits of the Theatre Academy are now being realised and it is hoped that this model will be rolled out to other areas.

The Interventional Cardiology strategy was presented to the Forum.

An update on the CSPD strategy was provided, proposing that a new CSPD facility is included within the phase 2 expansion.

A proposal to proceed to development of an Alpha Defensin lab in partnership with Zimmer Biomet was discussed.

Once for Scotland policies are progressing but local policies are being kept up to date in the interim. The Forum has approved redeployment, workforce change, facilities, agenda for change guidance, car leasing, injury allowance and nursing workforce rostering policies as well as the public holidays for 2019/20.

The car parking policy is due for consultation and conversations are ongoing re the impact of the expansion. Gareth added that a transport working group has been formed which includes two NHS24 representatives and staffside representation. They are looking at a car parking policy and guidance, establishing a compulsory vehicle registration database, white lining to the parking bays at the south east car park and the potential to convert existing land into car parking use. Performance and Planning are helping to create a data model to help project the amount of parking required after the expansion to assist informed conversation with the Council. The forum supported the proposals.

The See Me mental health check survey achieved a poor response unfortunately. Conversations re ongoing with See Me to improve awareness. The results and action plan will be shared with the Forum.

Kay thanked Jane for the Partnership Forum update.

**7.2 Annual PCC Report 2018/19**

Kay invited the Committee to comment and approve the Annual Report.

Jane highlighted that Sylvia McCulloch stepped down in Summer 2018 and that Cathy McAllister is now a member. It was agreed to reflect this change in appendix 1, membership and record of attendance and the terms of reference for 2019/20 and bring to the April 2019 meeting.

Marcella, Kay and Gareth agreed to meet to discuss terms of reference and Volunteers Forum terms of reference and PCC terms of reference prior to the April PCC meeting.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 290119/09 | **Annual PCC Report 2018/19:**  Meet with Kay and Marcella to discuss PCC and Volunteers Terms of Reference | Gareth | New |

The Committee approved the annual PCC report subject to the agreed changes being made.

**7.3 Annual Workforce Monitoring Report**

David assured the Committee of the commitment of the GJF to support and promote dignity at work by creating an inclusive working environment and referred the Committee to the table on page 5 of the report for April 2017 to March 2018 which shows the comparison of key workforce information over the last 6 years.

Turnover is mainly due to fixed term contracts and the majority of special leave was weather related.

Kay praised the amount of data and David Wilson’s analysis and recommended that consideration is given to “what next?”

Gareth highlighted that the Healthcare Science age profile was raised at SMT and this needs to be considered in workforce planning, at least to identify risks. David agreed to check on the breakdown of staffing.

Marcella stated that monitoring is useful but asked if there was any concern over the high discrepancy in male/female ratio, what about bringing in more young people? What does this mean for us and how does it link with our strategy?

David responded that partly the reason is because the largest staff group is nursing.

Anne Marie highlighted the important of raising awareness of all types of job and that these are not gender specific.

The Annual Workforce Monitoring Report for 2017-18 was approved by the Committee.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 290119/10 | **Workforce Monitoring Report:**  Check the breakdown of staffing by age profile | David | New |

**7.4 Expansion Update Presentation**

John and Claire joined the meeting to provide an update presentation on the expansion project.

John updated the Committee on progress of the expansion stating that the full business case was approved by GJF Board in December 2018 and approval is being sought by Scottish Government on 30th January 2019.

Site enabling works have begun with foundation works due to start on 11th February.

The expansion is providing community benefits in the form of apprentices, work experience placements, school and college visits.

Wider engagement has included video collaboration with West College Students, discussing the potential of facilitating access to key working housing with West Dunbartonshire Council, identifying ways for SPT to support the programme and a mail drop to local residents regarding the construction activities.

Claire then gave an update on the expansion engagement. A West of Scotland Engagement Group meets regularly and engagement is also taking place with the West of Scotland Directors of Finance Group and Health and Social Care Delivery Plan Programme Board.

Patient questionnaires were carried out for Ophthalmology and Orthopaedic surgery and a database has been developed of interested stakeholders and 4 workshops have been held which were very helpful. Regular flash reports, staff bulletins and meetings with local community councils are also taking place.

Claire gave an overview of the results of the questionnaires with responses from 674 ophthalmology and 530 orthopaedic patients participating. Key themes for further improvement have been identified.

Engagement will continue with staff, volunteers, and students.

Marcella thanked Claire for the detail of her presentation and stated that she looks forward to regular updates at the volunteer forum. She asked if consideration could be given to engage more with other geographical areas and the third sector.

Kay thanked John and Claire for their update and they left the meeting.

**7.5 Job Planning**

Gareth gave a verbal job planning update to the Committee. The job planning group has been re-invigorated and we are at 71% for completion this year. Laura Liddle is working with the auditors to agree terms of reference for the audit and it is expected this will identify issues we are already in the process of addressing. The medics job planning process is being tidied up to ensure the March deadline is met. Very low numbers of those not being able to agree a job plan are expected. A better position is predicted next year as the changes will be fully implemented. A quarterly report will be produced thereafter next year

Kay thanked Gareth for the update and asked that if the working group meets in March then can they provide an update to the April PCC meeting.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 290119/11 | **Job Planning:**  Quarterly job planning update to be provided to PCC. Starting in April 2019 if possible | Gareth | New |

**8. AOCB**

Marcella informed Gareth that an action was previously agreed to look at lay representatives for committees as currently any lay reps are volunteers. Some training was done last year but some of this work is outstanding. Gareth agreed to take this forward and stated that his understanding was that this work was to be taken forward with the Chairs of Committees and that perhaps public partners or lived experience representatives would perhaps be a better option although no process is currently in place to recruit to these roles.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 290119/12 | **Lay Representatives:**  Look at lay representative involvement on Committees | Gareth | New |

**9. Review of the Meeting**

**9.1 Output From Self Assessment of PCC.**

Kay thanked the Committee for their feedback. Comments included:

More formal induction plan

Training and development

How to keep in touch with other Governance committees

How not to get tied up with day to day things

Committee performance.

Kay and Gareth will take these comments forward. Marcella suggested this is included in the Terms of Reference review.

The next meeting is currently scheduled for Wednesday 17th April 2019. This may be changed to allow reporting to Audit Committee.