

## WESTERN ISLES NHS BOARD

### STAFF GOVERNANCE COMMITTEE

#### Minutes of Meeting 11<sup>th</sup> November 2021, 10.00am-12.30pm MS Teams

#### Members Present

Uisdean Robertson  
Dana Murray  
Gillian McCannon  
Tim Ingram  
Sheena Wright  
Jocelyn McConnachie

Non-Executive Director (Chair)  
Employee Director (Vice Chair)  
Chair  
Non-Executive Director  
Non-Executive Director  
Non-Executive Director

#### In Attendance

Gordon Jamieson  
Avril Keen  
Chris Ann Munro  
Louise Sullivan  
Stuart King  
Jane Bain  
Diane Macdonald  
Aaron Dawson  
Alana MacPhee  
Dianne Weatherston

Chief Executive  
Director of HR and Workforce Development  
UNISON  
Head of Clinical Governance and Professional Practice  
Employee Relations Officer  
RCN  
HR Manager  
Health, Safety and Fire Lead  
Chartered Society of Physiotherapy  
PA to Director of HR and Workforce Development

#### 1. WELCOME

Mr Robertson took the chair and welcomed those present. He extended a warm welcome to Mrs Macdonald and Mr Dawson who are in attendance for the first time.

#### 2. APOLOGIES

Apologies were noted from Abdul Elghedafi, Fiona MacKenzie and Nick Fayers

#### 3. MINUTES AND ACTION POINTS

##### 3.1 Draft Minutes of 12<sup>th</sup> August 2021

The Minutes were approved as an accurate record.

##### 3.2 Matters Arising

###### Minutes of 12<sup>th</sup> August 2021, Page 2, 4<sup>th</sup> Line

Ms McConnachie referred to the Minutes of 12<sup>th</sup> August 2021, Page 2, 4<sup>th</sup> line. She asked for clarification in regards to the following statement – *‘Query if constitution should be amended to include Ms Jocelyn McConnachie’*.

Mrs McCannon clarified that the ‘Constitution and Terms of Reference of Committees and Sub-Committees’ have been amended to state that Ms McConnachie is now constituted as a full member of the Staff Governance Committee.

###### Minutes of 12<sup>th</sup> August 2021, Page 4, Item 10.3, First Paragraph

Mrs McCannon asked if training completed by medical staff has been captured. She highlighted that the figures always show ‘0’ for medical staff. Mrs Sullivan advised that she

spoke to Ms Kirsty Tait who supports medical education. Ms Tait got in touch with the deanery who have supplied her with a list of mandatory modules that junior doctors need to complete. Ms Tait will chase this up with the junior doctors. In terms of consultants who are employed by NHSWI, Dr McAuley would be required to follow this up. Mrs McCannon asked if Mrs Bain and Mr Dawson have access to this information. She noted concerns that doctors are onsite 24/7, and they haven't come forward for the likes of fire training etc.

Mrs Bain and Mr Dawson agreed to follow this up as an action.

### **3.3 Action Points 12<sup>th</sup> August 2021**

The Action Points were updated as per the log.

## **4. WORKFORCE REPORT**

Mrs Keen presented the September 2021 Workforce Report. She highlighted that sickness absence is increasing, as it is in Boards across the country.

Mrs Keen noted that in terms of sickness absence recording on SSTs, managers need to be made aware that it is not acceptable to select 'other known causes' as the reason for absence. There is an onus on staff to specify the reason they are off work to their manager. Mrs Macdonald and Mr King to work with the wider HR team to ensure that managers are specifying the reason for absence. Mrs McCannon agreed, and noted that if the issue is known, support may be able to be put in place to support them.

Mrs McCannon referred to the musculoskeletal breakdown. She noted that 35% of these are amongst AHP. Mrs Murray noted that in terms of podiatry, there are issues with the increasing level of complexity in patients, resulting in a higher chance of staff being injured. Ms Bain also noted that during the pandemic, people have been more static over the last 18 months, and that makes them more vulnerable to musculoskeletal injuries.

Mr Ingram asked if the musculoskeletal issues are related to the lack of training. Mrs Keen doesn't believe so, she suspects it is due to the ageing workforce. Mrs Bain noted that there has only been one RIDDOR related to moving and handling in the last couple of months. She added that staff are tired and under a lot of strain. Wards are busy, so they don't have the same space to manoeuvre in, as they've had in the past. Mr Ingram noted the importance of being mindful of staff who have pre-existing conditions that make them more vulnerable when undertaking moving and handling type tasks.

**Action: Mrs Macdonald, Mr King and the wider HR team to work with managers to ensure they're aware that it's not acceptable to select 'other known causes' as the reason for absence on SSTs. The reason for absence must be specified.**

## **5. STAFF GOVERNANCE ACTION PLAN**

Mr King advised that now he's in his new role as Organisational Development & Learning Manager, he will be refreshing the Staff Governance Action Plan. Mr King is hopeful that by the next meeting in February 2022, the refreshed, new-look action plan will be presented.

**Action: Mr King to present the refreshed, new-look Staff Governance Action Plan at the February 2022 meeting.**

## **6. HEALTH AND WELLBEING**

Mr King presented the summary paper which was circulated ahead of the meeting. He's scheduled to meet with Mrs Macdonald and Mrs Murray on Monday to discuss relaunching the Health and Wellbeing Group. He hopes to capture various areas of the organisation

within that group, and to also hold some focus groups. Mrs Sullivan asked to be involved in the group.

Mr Ingram noted that it's encouraging that this is being put in place, and he welcomes all those initiatives.

Mrs McCannon added her support. She asked if we know who is accessing the support services that are in place, and has there been any feedback from staff. Mr King offered to check what the uptake was in terms of the local support initiatives. He will arrange to meet staff to ask what was lacking and what was done well.

Mrs Keen and Mrs Murray did virtual tours earlier in the year, which got good verbal feedback. HIS also got very good feedback from staff stating that they feel supported. Mrs Murray believes that there is still a lot of work to be done in supporting staff.

Mrs Mighton highlighted that there are staff groups who don't work online e.g. domestics, so it's important to ensure that they are able to access the support services via another means.

Mrs Bain noted that there is good psychological support available. She suggested it would also be beneficial to have some physical support available to staff to target issues such as weight management, blood pressure, blood sugar etc. Mr King agreed, and stated that as well as mental and physical support, it would be good to include social support. An example of social may be financial difficulties. Mr King noted that it's also important to consider that the root of the issue may be at home, and not necessarily at work.

**Action: Mr King to check what the uptake was in terms of the local support initiatives. He will arrange to meet staff to ask what was lacking and what was done well.**

*10.55 Mrs Munro left the meeting.*

## **7. HEALTH AND SAFETY**

### **7.1 RAG Status**

### **7.2 Fire Safety Training**

### **7.3 Mandatory Training**

### **7.4 LearnPro**

Mr Dawson talked through the papers which were circulated ahead of the meeting.

Face fit testing is the best success at 92%. LearnPro modules remain relatively static. Fire training is very low. Moving and handling is starting to improve. Mrs Bain has run courses this week, so figures in this area should start to increase over the next few weeks. Mr Dawson is aware that some of the LearnPro modules are no longer supported by IT e.g. flash player, so it's appreciated that some of those can no longer be completed.

Fire risk assessments have been ongoing.

A trainer visited from Dumfries and Galloway to hold 'train the trainer' sessions for chemical training. A good level of understanding was taken from these sessions, and chemical training can now be run locally.

Ms McConnachie thanked Mr Dawson and Mrs Bain for the reports. She asked if there are specifics regarding dates for training. Mr Dawson advised that he is looking into costs for fire warden training, and he is hopeful to start this training at the beginning of next year. In terms of fire risk assessments, Mr Dawson is looking to conduct two per week going

forward for the rest of the year, however he is mindful that there are red zones in WIH, and high activity areas which are not easily accessible. Mr Dawson will speak with Mr MacPherson to gain access to these areas, while minimising the consequences.

Mrs McCannon noted that she would like to see clear guidance and clear close off from some of the actions. She isn't keen on open ended actions, and would like to see close off dates.

Mrs McCannon referred to the flash report and highlighted the 'monitoring of ligature risks' section. She asked for concrete assurance that this has been covered. She would also like to see some clarity around that particular item, notwithstanding the huge pressures that Mr Dawson has in his new post.

Mrs Keen advised that Mrs Bain recently wrote an SBAR regarding ligatures that was submitted to Mr Jamieson, with the main emphasis being on APU. Over the last 12 months, a large amount of work has gone into ligatures, particularly within WIH. Mrs Keen believes we are now in a much better position. She stated that while we can mitigate against it, there will always be situations where we can't completely disregard it.

Mrs Bain advised that a review of ligature points was carried out yesterday. She added that all the resus trolleys in every ward have ligature cutters. Mrs Bain will send the SBAR to Mrs McCannon to bring her up to speed.

Mr Dawson raised concerns with Mr MacPherson regarding APU. If they are going to continue operating with the additional 6<sup>th</sup> bed, action will be required from the Works department. Mr Dawson will follow this up.

Mr Ingram also referred to the 'monitoring of ligature risks' section of the flash report where it states '*Non-compliance and another fatal incident would likely be extremely harmful to the Board*'. He is uncomfortable with this statement, as it suggests that another incident would be harmful to the Board, rather than the person/family involved. Mrs Bain stated that this is legacy wording, and she will amend this for future reports. Mr Ingram thanked Mrs Bain, and added that it's important to demonstrate that the first concern is for the people at risk from those hazards, not the Board.

*Mrs MacPhee left the meeting*

**Action: Mrs Bain to send the ligatures SBAR to Mrs McCannon.**

**Action: Mrs Bain to amend the wording in the ligatures section of the flash report which states '*Non-compliance and another fatal incident would likely be extremely harmful to the Board*'. This statement is to be amended to demonstrate that the first concern is for the people at risk from those hazards, not the Board.**

## **7.5 H&S Information Sharing**

Mr Dawson would like to change the way information is presented to the committee going forward. He noted that presenting historical information is unhelpful, and would prefer to focus and present on the here and now, and to have a clear action plan on how we are going to get where we need to be. He added that this would make the information presented more meaningful, and provide a clearer picture. The committee agreed.

*Mrs Murray left the meeting*

Mrs McCannon thanked Mr Dawson and agrees that this would be helpful. She asked Mr Dawson to submit an SBAR for the next meeting. She noted that she appreciates the workload of a small team like the H&S team.

Mr Ingram asked if the slide pack from the NES training last week could be shared with Mr Dawson. Mrs McCannon will ask Mrs McPhail to send this on when she's back from leave next week.

**Action: Mr Dawson to submit an SBAR for the next meeting, to detail the proposed new H&S information sharing.**

**Action: Mrs McCannon to ask Mrs McPhail to send the slides from last week's NES training to Mr Dawson.**

**8. MANAGEMENT DEVELOPMENT TRAINING**

Mr King advised that as part of his new role, he plans to introduce a development training plan for all managers. Mr King is meeting Mrs Sullivan to discuss taking this forward.

**Decision: The update was noted.**

**9. iMATTER**

Mr King presented the papers which were circulated ahead of the meeting.

NHSWI are up to 2% from 2019 and on a whole, up 8% in terms of the national picture. As a national group of op leads they were keen to remove the 60% benchmark to get a board report. Mrs McCannon is pleased with the 58% response rate, especially as staff are under a lot of pressure. Mrs McConnachie agreed. She noted the importance of listening to the staff within the organisation.

Mr King stated that a piece of training for managers will be in relation to having a conversation with the team around their iMatter response. He would encourage teams to get together to throw out ideas on how areas can be improved.

Mr Ingram highlighted that there is a relative lack of confidence and trust in Board members. Mr King advised that his plan is to improve staff engagement.

Mrs Mighton referred to the feedback from staff regarding the visibility of execs. She suggested that an easy, quick fix may be to do a photo and a small biography for staff to have a look at. It would make the staff feel that the people at the top of the organisation are more visible, and help them to learn more about their role. Mr King agreed, and noted he would also like to do 'a day in the life of' in the coming weeks or months. Mrs McCannon advised that she's trying to arrange for the non-execs to visit the island, and she is also planning to do a walk around with Mrs MacKenzie once a month to meet staff.

Mrs McConnachie asked that when staff fill out a survey and an initial communication comes back to say thank you, would it worthwhile as part of that communication to put a message on it from the Board to say that they are listening. Mr King agreed to discuss this with Mrs Jamieson.

**Decision: The update was noted. Mr King will discuss Mrs McConnachie's suggestion regarding communication with Mrs Jamieson.**

**10. WHISTLEBLOWING UPDATE**

Ms Wright was appointed as Whistleblowing Officer on 1<sup>st</sup> March 2021. She explained what the ask is of Boards, and requested it be noted that she feels supported in her role. Mrs MacKenzie, Nurse/AHP Director/COO is lead director for whistleblowing.

Ms Wright advised that a bi-monthly Whistleblowing SLWG has been established, which she chairs. There is good representation on this group across the Board. The group have a fairly lengthy action plan, which Ms Wright will update on further at the next meeting.

Mrs McCannon recorded her thanks to Ms Wright for driving this forward, and to all those involved in the SLWG. Mrs McCannon added that the Board needs assurance that there is a whistleblowing process in place.

Mr Robertson asked if Ms MacKenzie or Ms Wright should provide whistleblowing updates to the committee going forward. Ms Wright will discuss this with Mrs McCannon.

Mrs Macdonald stated that HR have a pivotal role in identifying whistleblowing and guiding staff through these processes. Mrs Macdonald and Ms Wright will meet separately to talk through the HR element.

Mrs Keen clarified that moving forward, HR will have no involvement in whistleblowing. They are only pivotal to setting up the process, and providing support to Ms Wright. She stated it needs to be clear that once the whistleblowing process is up and running and the action plan is in place, Ms Wright will endorse this, as it is not a HR procedure. For further clarity, Mrs Keen noted that Ms Wright is not responsible to complete the actions. Her role is to support and assure the Board and Scottish Government.

**Decision: The update was noted. The committee agreed that Whistleblowing will be a standing Agenda Item.**

**11. TURAS (PDPs)**

This was discussed under Action Points. Mr King anticipates that by 1<sup>st</sup> April 2022, all employees should have had a PDP.

**12. SGC MEETING DATES 2022**

The Staff Governance Committee dates for 2022 were noted and agreed. Mrs Weatherston will issue invitation links.

**13. FOR INFORMATION**

- 13.1 NHS Circular - PCS(AFC)2021-3 - Pay for Agenda for Change Staff
- 13.2 DL(2021)29 - Right to Request Flexible Working
- 13.3 PCS(AFC)2021-4 - Christmas and NY at Weekend 2021-22
- 13.4 Letter - NHS Boards - 'Once for Scotland' Workforce Policies V1.0
- 13.5 DL(2021)35 Annual Leave Buyback and Carry Over

**Circulars/DLs noted for information.**

Mr Robertson closed the meeting and thanked all for their attendance.

**14. DATE AND TIME OF NEXT MEETING**

Date: 10<sup>th</sup> February 2022  
Time: 10.00-12.30  
Venue: MS Teams