

WESTERN ISLES NHS BOARD
STAFF GOVERNANCE COMMITTEE

Minutes of Meeting
23rd August 2022, 10.00am-12.00pm
MS Teams

Members Present

Dana Murray	Employee Director (Vice Chair)
Gillian McCannon	Chair of the Board
Sheena Wright	Non-Executive Director/Whistleblowing Champion
Abdul Elghedafi	Non-Executive Director
Annetta Smith	Non-Executive Director

In Attendance

Gordon Jamieson	Chief Executive
Fiona MacKenzie	Nurse/AHP Director/COO
Stuart King	Organisational, Development and Learning Manager
Jane Bain	RCN
Diane Macdonald	HR Manager
Aaron Dawson	Health, Safety and Fire Lead
Alana MacPhee	Chartered Society of Physiotherapy
Maggie Jamieson	Head of Communication and Patient Information
Nick Fayers	IJB Chief Officer
Chris Ann Munro	UNISON
Louise Sullivan	Head of Clinical Governance
Dianne Weatherston	PA to Director of HR and Workforce Development

1. WELCOME

Mrs Murray took the chair and welcomed those present. She is chairing today's meeting in the absence of the previous chair as he has completed his term of office to the Board.

2. APOLOGIES

Apologies were noted from Shuna Mighton, Debbie Bozkurt, Chris Ann Munro and Julia Higginbottom.

3. MINUTES AND ACTION POINTS

3.1 Draft Minutes of 12th May 2022

Amendments

Page 1, Members Present

Add 'Whistleblowing Champion' to Ms Wright's title.

Page 1, Amendment to Minutes of 10th February 2022

Ms MacKenzie noted that whistleblowing is not a fundamental part of her role, and she requests that the Minute is reverted back to its original phrasing. She clarified that whistleblowing is in addition to her own workload. It does not form the core or basis of her role.

Mr Elghedafi disagreed with Ms MacKenzie's assessment. He believes whistleblowing is a fundamental part of her role.

It was agreed that Ms MacKenzie, Mr Jamieson and Mr Elghedafi will discuss this out-with the meeting.

Page 7, Item 11, Whistleblowing

Mr Elghedafi asked for the word 'launch' to be reconsidered. Mrs Jamieson to provide Mrs Weatherston with alternative wording.

Decision: The Minutes of 12th May 2022 were not approved. They will be tabled for approval at the next meeting.

3.2 Matters Arising

No matters arising were noted.

3.3 Action Points 12th May 2022

The Action Points were updated as per the log.

9. WHISTLEBLOWING

Ms MacKenzie advised that the whistleblowing information will be uploaded onto the website shortly. There is a template for reporting which will be tabled at this committee and others, taking advice from Mrs McCannon, on a quarterly basis.

Speak up Week is running from 3rd to 7th October. This is an opportunity to promote and celebrate speaking up. Information will be disseminated around speaking up when issues are raised. The Independent National Whistleblowing Officer (INWO) has asked Ms Wright to provide an update on progress. Ms Wright will be on the islands for Speak up Week.

Ms Wright advised that the National Whistleblowing Network met on 7th June. The first face-to-face meeting is taking place at the Golden Jubilee on 1st October.

Mrs Sullivan highlighted that the whistleblowing form on Datix has now been fully developed.

Mrs McCannon confirmed that whistleblowing reports will be submitted to Staff Governance Committee (SGC) quarterly and annually to the Board. Ms Wright stated that the quarterly reports will then form part of the Annual Report to the INWO.

Mrs Jamieson noted that there is a range of information materials for Speak up Week, which will be available digitally and in hard copy.

Decision: The update was noted. Quarterly reports will be submitted to SGC going forward.

4. WORKFORCE REPORT

Mrs Macdonald was held up at another meeting and will be joining SGC late, therefore Mr King presented the Workforce Report in Mrs Macdonald's absence. He invited questions and noted that if he can't provide an answer, Mrs Macdonald will advise when she joins the meeting.

Ms Smith referred to the retirement data. She asked if there could be a breakdown to show retirements per area. Mr King will liaise with Mrs Macdonald to check if this is possible.

Ms Smith referred to the number of employees absent due to musculoskeletal (MSK) issues. The assumption being that they are mainly in older female nursing/care staff groups. She suggested it may be worth having a breakdown of what area they are in, and if

something more targeted can be done. Mr King noted Ms Smith's comment and he will liaise with Mrs Macdonald.

Mr Elghedafi referred to the recruitment section. He would be interested to hear what work has been done on the roles that have been advertised a significant amount of times. He added that advertising multiple times isn't the solution. He noted the importance of being creative when advertising those difficult to recruit to roles. Mr King advised that there is a lot of work going on around RRP, particularly within catering, as well as looking at creating developmental roles.

Ms MacKenzie responded to Mr Elghedafi's point. She advised that the Board are being creative with their recruitment. There is a bespoke nursing programme available for which 11 applications were received. We are looking at being creative around band 4 work. Band 3s are also doing different pieces of work to progress to band 4. Ms MacKenzie is working on this with Mrs Sullivan and her team. Ms MacKenzie spoke to AHPs yesterday regarding advertising and other options that could be explored there. She is also liaising with other higher education areas to see what we can provide in terms of training for staff.

Mrs McCannon agreed that it's important to know where we are in terms of recruitment. She highlighted that the Liaison and Diversion Practitioner post has been advertised 8 times with no applicants. She stated that perhaps there is something about the job description that isn't sparking people's interest.

Mr King highlighted that HR continue to work with managers to reduce the 'Other Known Cause' and 'Unknown Cause' reasons for absence being recorded on SSTs. Managers were provided attendance management throughout June and they are reminded weekly at the HR drop in, that a reason for absence must be specified.

Mrs McCannon noted the importance of the Workforce Report and that it needs to feed into the Workforce Plan. Ms Smith agreed and noted that one report will inform the other. Ms MacKenzie advised that feedback on the Workforce Plan was received from Scottish Government (SG) on Friday 19th August. She will be working on this with Mrs Macdonald and Mr King.

Ms MacKenzie noted its importance to look at the wider context rather than solely recruitment, for example housing issues in the Western Isles and partners being able to get jobs.

Mrs Macdonald joined the meeting

Mr Elghedafi noted that NHS Highland are advertising on the London Tube. He suggested linking with them to gauge their successes in their advertising campaign and whether it's justifying the costs. Mrs McCannon noted the importance of promoting the excellent terms and conditions of working in the NHS. Mr King advised that work is ongoing to embed the positives of working in the NHS within advertising.

Mrs Macdonald has drafted a paper highlighting the benefits of working for the NHS. She will circulate this to the SGC for comments.

Mrs McCannon pointed out that some job descriptions differ from others. She suggested a standard template is used. Mrs Macdonald advised that there is a standard template which has been updated fairly recently and all job descriptions should be submitted on this template. Mrs Lena Morrison is compiling some training on recruitment for managers.

Decision: The update was noted.

Action: Breakdown to be shown to highlight retirees per area.

Action: Breakdown to be shown to highlight the areas where there are absences due to MSK issues.

Action: Mrs Macdonald to circulate draft paper highlighting the benefits of working for the NHS for comments.

5. STAFF GOVERNANCE ACTION PLAN

Mr King presented the Staff Governance Action Plan, which covers the period from 01/04/22-31/03/23. He thanked all those who have contributed and advised that it is a working document, which will be updated for each SGC meeting.

Ms Wright thanked Mr King for the paper. She referred to the 'ongoing' status under summary of progress. She asked for more clarity on where that ongoing status sits. Mrs McCannon echoed this request. Mr King agreed to put more narrative into that section for the next update.

Decision: The update was noted. Mr King to clarify where the 'ongoing' status sits in the summary of progress section.

6. iMATTER

Mr King presented the iMatter papers. This year there was a response rate of 62%, which is the highest since 2015. Mr King highlighted some of the key areas to celebrate and some areas that require some improvement. The action planning stage concludes on Monday 29th August.

The national report is due to be issued mid to late November, so hopefully that will be available for the next meeting.

Ms Wright referred to the visibility of execs. She suggested some online discussions with non-execs might be beneficial. She would also be happy to have a schedule of visits and meet with staff face-to-face or online. Mr Elghedafi agreed and stated that he has been highlighting the need for visibility of non-execs since he was appointed. He noted that having non-execs introduced via the Team Brief is not appropriate 18 months on. Mrs McCannon stated that this is a discussion for the next non-exec meeting. She added that introductions in the Team Brief was a collective decision by non-execs as the beginning of the process for increasing visibility.

Mrs Jamieson stated that COVID has had a major impact on exec and non-exec visibility. She doesn't believe it's the organised meetings that staff are referring to, and that it's the incidental contact e.g. drop in visits to ask how staff are and if they have any issues. Mrs Murray agreed that's its more about those informal conversations, which is a more relaxed environment for staff rather than a formal meeting.

Decision: The update was noted.

7. HEALTH AND SAFETY

Mr Dawson presented the update report and went through this in detail.

He highlighted that the new fire doors for Western Isles Hospital (WIH) have arrived. Some of these will be a straight forward change out, while others will require the door openings to be widened. Mr Norman Morrison is managing this work.

In terms of ligature points, a ligature assessment action plan has been created and is currently being worked through. Mr Dawson has contacted a potential supplier of ligature reduction equipment. They offer a range of services including a detailed safety audit. He will update the committee on progress at the next meeting.

Regarding training, the last quarter has been challenging due to COVID outbreaks and associated staff pressures. Mr Dawson and his team are looking at some options with the clinical skills team to adapt the delivery of training.

Mr Elghedafi noted concerns around the amount of time training statistics have been in the red (6 years). He stated that line managers need to ensure they give their staff time to attend training, as non-attendance carries associated risks to patients and staff, and could result in disciplinary action. Mr Elghedafi requested an action plan for the next meeting, which should detail what is being done to bring this status from red to amber. Mr Dawson reassured that options are being explored to improve this area.

Mrs McCannon thanked Mr Dawson for the revised format of the report. She referred to the figures of compliance on page 6. She noted that the areas where staff aren't attending training need to be monitored. She added that MSK injuries could be linked to non-compliance of statutory moving and handling training. This could perhaps be tracked back via Datix.

Mrs McCannon asked how many times can a staff member not attend training before it is highlighted by their manager that they must attend. Mr Dawson noted that all members of staff have a personal responsibility for safety. Mrs McCannon agreed.

Mr Dawson noted that the IPCT doctor from Highland has advised him that attendance numbers can be increased for face-to-face training. He hopes that this will help make an improvement to the figures.

Mrs McCannon noted it would be beneficial to have a learning plan stating what modules and courses staff need to attend. Mrs Sullivan advised that she has been liaising with Mr King regarding this. A shortened list of statutory and mandatory modules will be available as part of the move across to Turas. Mrs McCannon asked Mrs Sullivan and Mr King to submit an update on Learning Plans for the next SGC meeting. Mrs Weatherston will add this to the next Agenda.

Mr Dawson highlighted that once Turas Learn is up and running, managers will have dashboards for their staff so they can check and keep track of compliance.

Mr Jamieson stated that staff must be compliant in their statutory and mandatory training. He added that this could be linked to people's fitness to practice. They could be told to go on unpaid leave until they complete their training. He noted that it is about working with people and holding them to account. Ms Smith added that members of staff with professional registrations should be taking learning into account when they renew/revalidate.

Decision: The update was noted.

Action: Mr Dawson to submit an action plan for the next meeting to detail what is being done to bring the training status from red to amber.

Action: Mrs Sullivan and Mr King to present an update on Learning Plans at the next meeting. Quarterly update to be submitted to SGC going forward.

8. WELLBEING

Mr King presented the update paper. He advised that the Wellbeing Group meet bi-monthly and most recently met last week. Mr King and Mrs Macdonald are in the process of developing a Health & Wellbeing Strategy that will hopefully be embedded within the organisation. A holistic approach to wellbeing is being taken in the workplace and the strategy will have an associated Action Plan to measure its implementation.

Mental Health Champions Training is being explored. This would see the champions trained in a better understanding of how to help build a mentally healthy workplace, challenge stigma and support positive wellbeing across the organisation. Consideration is being given to include this in training for Confidential Contacts to support them in their roles.

There were 16 calls logged through the Employee Assistance Programme up to the end of June 2022 and there were 207 hits on the website showing a variety of topics explored. Mental Health is prominent in this as expected.

Decision: The update was noted.

10. WORKFORCE PLAN

Mr King presented the Workforce Plan for information. It is important to note that this was submitted in draft pending SG feedback, which was received Friday 19th August. The final submitted plan should be published by the end of October 2022, so there is a small window to make associated adjustments. One of the key aims within the plan was to highlight the significant challenges faced within the Western Isles, particularly around the population and wider demographic concerns.

It was noted that SG felt the report was:

- Logically and well laid out
- Provided helpful information around retrials that other Health Boards had not included
- It was detailed in the demographic challenges faced by WI which in fact differed to that of other Health Boards

SG also noted that:

- It would be good to include more about what can be done collaboratively across other Boards
- More detail around some of the actions as read very high level, however it was acknowledged this is an agile plan and will be developed as we move along

Mr King noted that it was encouraging to hear from Deputy Chief Operating Officer, Paula Spiers, that the expectation is that these plans are to be dynamic and will evolve.

Mrs Macdonald added that she was encouraged by the dynamic nature of the plan and that managers will be engaged with going forward for their input into the plan. She also noted that SG highlighted the turnover rate is much better in WI where other Boards were around 12/13%.

Decision: The update was noted.

11. FOR INFORMATION

- 11.1 DL(2022)17 – Closure of NHS Scotland Health and Social Care Coronavirus Life Assurance Scheme 2020
- 11.2 DL(2022)21 - Removal of Temporary Covid Policies (w FAQ)
- 11.3 DL(2022)24 - Temporary Increase to NHS Scotland Mileage Rates – Extension
- 11.4 Pay Circulars – Medical and Dental
- 11.5 Briefing Note - 'Once for Scotland' Workforce Policies - August 2022 V1.0

Decision: The circulars were noted for information.

12. AOB

No other business was raised.

15. DATE AND TIME OF NEXT MEETING

Date: 10th November 2022
Time: 10.00-12.30
Venue: MS Teams