



NHS GRAMPIAN
Meeting of the Grampian Area Partnership Forum (GAPF)
Thursday 19 January 2023 10am to 12.30pm
Microsoft Teams

Approved
Board Meeting
Open Session
06.04.23
Item 14.8

Present:

Steven Lindsay, Elected Staff Side Chair/Employee Director (Co-Chair) – Chaired
Adam Coldwells, Director of Strategy and Deputy Chief Executive (Co-Chair)
Mike Adams, UCATT
Adeyinka Adewumi, Deputy Business Manager, RCH
Paul Allen, Director of Infrastructure & Sustainability
Diane Annand, Staff Governance Manager
Jackie Berry, AHP Lead, Occupational Therapy (deputy for Susan Carr)
Lynn Boyd, Service & Development Manager, Aberdeenshire Health and Social Care Partnership
Sean Coady, Head of Service – Moray (deputy for Patricia Morgan)
Ian Cowe, Health and Safety Manager
Dianne Drysdale, Smarter Working Programme Manager
Alistair Grant, RCN
Gemma Hood, SOR
Stuart Humphreys, Director of Marketing and Corporate Communications
Gerry Lawrie, Head of Workforce & Development
Deirdre McIntyre, RCOP
Martin McKay, UNISON
Cameron Matthew, Divisional General Manager, Acute
Jane Ewen, Nurse Director - Excellence & Innovation (deputy for Susan Carr)
Sandy Reid, Lead - People & Organisation, Aberdeen City Health and Social Care Partnership
Michael Ritchie, Unite
Alan Sharp, Assistant Director of Finance
Philip Shipman, Acting Head of People and Change
Kathleen Tan, CSP
Katherine Targett, Consultant Occupational Physician, Occupational Health Services
Joan Anderson, Partnership Support Officer

In Attendance:

Liz Grant, Resilience Officer, Aberdeen City Health and Social Care Partnership -
Observer (shadowing Sandy Reid)
Ashley Catto, HR Manager – for item 3a
Karen Watson, Unite – for item 3a
Alex Stephen, Director of Finance – for item 4a
Sarah Irvine, Senior Finance Manager – for item 4a
Alan Sharp, Assistant Director of Finance – for item 4a
Christopher Middleton, Senior Manager, Performance Improvement – Whole System Flow
Lead - for item 4b
Lorraine Hunter, Head of HR Service Centre – for item 6c

	Subject	Action
1	<p>Welcome and Apologies</p> <p>A minute silence was held for an external contractor who had passed away on Foresterhill building site. The agenda was amended appropriately.</p> <p>Everyone was welcomed to the meeting and apologies were received from the following:</p> <p>June Brown, Executive Nurse Director (Jane Ewen deputised) Susan Carr, Director of Allied Health Professionals & Public Protection (Jackie Berry deputised) Janet Christie, BAOT Albert Donald, Non-Executive Director/Whistleblowing Champion Jamie Donaldson, Elected Staff Side Chair of Health & Safety Representatives Group Joyce Duncan, Non-Executive Director, Chair of Staff Governance Committee Alison Evison, Board Chairperson Caroline Hiscox, Chief Executive Patricia Morgan, Service Manager, Health and Social Care Moray (Sean Coady deputised) Gavin Payne, General Manager of Facilities and Estates Tom Power, Director of People & Culture</p>	
2	<p>Minutes for Approval</p> <p>Minute of the Previous Meeting held on 15 December 2022 was approved.</p>	
3	<p>Matters Arising</p> <p>a. National Profiles for Nursing and Midwifery Health Care Support Workers (HCSW)</p> <p>Ashley Catto updated on progress since previous meeting. A further 18 applications had been received and regraded to band three and two people had been confirmed as remaining at band two. 250 returns remained outstanding.</p> <p>Although the festive period and holidays had impacted on progress, actions had been taken forward.</p> <p>A meeting had taken place with June Brown to agree further actions. The proposals to be discussed at the next short life working group on Monday 24 January 2023 were:</p> <p>1. An email from June Brown to all areas where applications still to be received with a deadline for completion and return of ten days</p>	

	<p>2. Two people from the HR Team had been identified to visit each outstanding area to assist with completion and submission of the paperwork within the timescale of ten days. Barriers would be investigated.</p> <p>3. No area to be allowed to advertise a band 2 post until the returns had been submitted</p> <p>4. Only generic job description to be used and if anyone received any other job description they were to request the appropriate generic job description. It was proposed to communicate this via Senior Charge Nurses and Daily Brief</p> <p>5. A sub-group set up for Tuesday 23 January 2023 to begin looking at how to progress bank staff and agree a timeline</p> <p>HR would put in more resource to ensure these actions happened. A table of areas and response rates would be prepared for the short life working group. Ashley Catto would share this with anyone who wished it.</p> <p>The group discussed the proposals and the following comments were made:</p> <ul style="list-style-type: none"> • Concerned members in outstanding areas were contacting their trade unions and professional organisations for support • Acknowledge the pressures on Senior Charge Nurses however, good to have a definitive timescale • Can we do the work on behalf of Senior Charge Nurses? (no as someone outside the area would not know the role of the HCSW) • How would staff feel if they discovered a regrading had been delayed for months • If progress was not made by February GAPF, discussion would take place on whether this would be reported to the Scottish Terms and Conditions Committee (STAC) <p>b. Public holiday for the coronation Of King Charles III – Monday 8 May 2023 - DL (2022) 37</p> <p>Philip Shipman reported that the GAPF Terms and Conditions Sub-Group (T&C) had prepared a question and answer sheet. GAPF agreed for the question and answer sheet to be shared in the Daily Brief. Diane Annand would share with Comms Cell.</p>	<p>DA</p>
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<p>4</p>	<p>Well Informed</p> <p>a. Finance Update</p> <p>Alex Stephen, Alan Sharp and Sarah Irvine presented the current financial situation and forecast for financial year 2023/24 (presentation slides attached).</p> <p>The financial target agreed with the Scottish Government for 2022/23 was a £20m revenue deficit. The current forecast was £25m deficit and steps will be taken over the final quarter of the financial year to improve this.</p> <p>Alex Stephen was planning to attend all the advisory committees to discuss sustainable services and pathways of care.</p> <p>The Best Practice Australia (BPA) survey results had highlighted concerns of sufficient staffing resources, performance, listening to what the system is saying and including staff in the design of cross system working arrangements.</p> <p>Alex Stephen asked for GAPF to discuss the following questions:</p> <ol style="list-style-type: none"> 1. How should NHS Grampian redesign services/pathways to be more sustainable in the medium to longer term? 2. What sort of communication input and updates would GAPF want in relation to how services are redesigned? <p>The following comments were made:</p> <ul style="list-style-type: none"> • Scottish Government targets are extremely challenging to meet • Need the current level of staffing and more • Constantly redesigning • Scottish Government instruction and public expectation challenging to meet and staff leaving due to the service pressures which led to more issues • Communication via Daily Brief with open and honest information • Use agreed policies and processes for sustainable services • Asking clinical staff to work with derogations causing a lot of stress • Involve and inform staff • Work across systems more with councils. This work was already underway looking at where patients were best placed, then look at staffing levels in a consultative and inclusive manner • Address inefficient services, systems and barriers to making changes where systems add no value or benefit 	
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- Strategy for moving forward should be built on prevention involving Allied Health Professionals (AHP). However, it was difficult to recruit AHPs

Alex would provide figures for the trend in all staff, not just nursing staff. Processes that were nationally mandated could be risk assessed and the Scottish Government could be approached if it was felt they were not of benefit to the service. Everyone asked to contact Alex Stephen with any further feedback within two weeks.

b. Current Operational Pressures

Chris Middleton is the Whole System Flow Lead for the whole organisation. He attended the meeting to outline the current operational pressures and how this was being taken forward. Chris outlined as follows:

NHS Grampian had adopted a strategy to improve its way out of service pressures rather than perpetuating the longer term problem and there were positive indications this was starting to work.

Acute Medical Assessment Unit (AMAU) were rerouting people to a more appropriate place for care and taking care of more urgent care. Boarded patients stay had improved by 2 days each. Aberdeen City Health and Social Care Partnership had increased from 15 beds to 45 beds helping to move people to correct place. Aberdeenshire had commissioned and used an additional 25 beds to move people from Acute services as an interim measure. Acute winter surge ward used on a temporary basis. Some elective care continuing.

Dr Gray's Hospital was overcapacity at 120% and under immense pressure.

Mental Health and Learning Disabilities were on G-OPES level 4 and looking at different ways to create capacity.

Care at Home capabilities across all three Health and Social Care Partnerships were routinely at highest operation pressure scores. 2000/2500 unmet hours across all three. Staff working very hard to try and resolve this.

The situation was extremely challenging over the four day public holiday weekend at the end of December 2022. The situation and actions taken would be reviewed and there would be organisation learning.

Two letters had been received from Director-General Health & Social Care and Chief Executive NHS Scotland Caroline Lamb and Chief Executive COSLA Sally Loudon - Responding To Health And Social Care System Winter Pressures, dated 11 January 2023 and Responding To Health And Social Care System Winter Pressures –

	<p>Releasing Capacity Across Acute Sites dated 17 January 2023. These two letters would be shared with GAPF members.</p> <p>As of morning of 19 January 2023 work was beginning on the request for the next two weeks to remove non-essential work to allow senior management and staff to focus on essential work. There was a need to ensure what was in place was repeatable and sustainable following the two weeks period and did not move pressure from one area to another.</p> <p>The Whole System Flow Team were devising a system to record what was happening across system to support these changes.</p> <p>Alistair Grant stated concerns about the organisation becoming risk averse and additional pressures being put on to home and homely settings including community hospitals and community nursing. He was very concerned about this for individual staff.</p> <p>Sandy Reid asked that staff are informed of any removal of non-essential services before they saw in in the media. Chris Middleton reassured that communications were critical and this was being discussed.</p> <p>Gemma Hood felt that support services did not get included in discussions but were often blamed for delays in the system. A lot of work was required to ensure each department was aware of the pressure other departments were under.</p> <p>Mike Adams highlighted that without Facilities and Estates staff no-one else could undertake their roles. He asked that the use of the phrase “at pace” as this had negative connotations and did not lend itself to the Partnership model of working.</p> <p>Chris Middleton and Adam Coldwells encouraged everyone to attend the Whole System Decision Making Group meeting that afternoon 19 January 2023 from 2.30pm to 4pm to hear and be involved in the discussions.</p> <p>Adam Coldwells thanked Chris Middleton for coming along to GAPF. He explained that the leads for the two week rapid process would be in contact for Partnership input.</p>	<p>JA</p>
<p>5</p>	<p>Appropriately Trained and Developed</p> <p>a. GAPF Development Sub-Group Annual Report</p> <p>Gerry Lawrie and Mike Adams went over presentation slides on the work of the group (attached). A video of people who had received training opportunities had been shown at the last meeting. Thanks was given to Douglas Andrew, Learning and Development Manager (Employability & Apprenticeships Lead), Facilities for organising the video. Thanks was also given to Linda McKerron, Service Manager</p>	<p>*</p>

	<p>- Learning and Development and Team for all their work on various projects.</p> <p>NHS Grampian consider themselves as a learning organisation but more buy in by staff and managers was required to improve the situation. Staff were struggling with release to attend or undertake training.</p> <p>Volunteers to join the group were encouraged. Anyone interested to contact gram.partnership@nhs.scot</p> <p>Gerry Lawrie left the group with a challenge: “to think about statutory and mandatory training for themselves, their teams and the last time they pulled a report from Turas.”</p>	
6	<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. Health and Safety Executive Update</p> <p>Ian Cowe gave a brief update on progress with the Health and Safety Executive (HSE) improvement notices actions.</p> <p>A meeting had taken place with HSE inspectors in December who seemed to be satisfied with the direction of progress. The HSE had asked for further update on information and monitoring plus the ongoing resource for continuing Prevention and Management of Violence and Aggression (PMVA) after March 2023, and an update on general training.</p> <p>Another meeting was to take place that afternoon 19 January 2023.</p> <p>Calculations had been done on resource and demand and it was hoped that there would be enough resource even with losing four temporary posts to deliver training to the five identified areas plus Mental Health and Learning Disabilities and community. Additional resource would need to be found for future and the outcome of a funding bid for resource in sectors was awaited.</p> <p>Ian Cowe thanked all those involved in the areas identified by HSE for their work on being compliant by end March 2023.</p> <p>A new tally system had been introduced to record low level abuse (verbal abuse) with guidance notes available on the H&S intranet page. This system did not record any detail so if someone felt the situation was more serious they should record fully on Datix. Ian Cowe encouraged all areas to use this new system so that the organisation could see how often low level abuse happened.</p>	

	<p>Link to the guidance on using the tally system to record verbal abuse events. Staff still have the option to record events individually should they wish: http://nhsgintranet.grampian.scot.nhs.uk/depts/HandS/Policies%20Guidelines%20Documents/Documents/Low%20level%20verbal%20abuse%20events%20record%20process%20Rev3%2001112022.docx</p> <p>Steven Lindsay thanked Ian Cowe and colleagues plus all those in the different services for all their hard work to get to this stage.</p> <p>b. International Workers Memorial Day</p> <p>This item was deferred to a future meeting.</p> <p>c. Reporting of Protection information</p> <p>Lorraine Hunter attended the meeting to explain a paper which had been requested from Boards by the Scottish Terms and Conditions Committee (STAC) on how many employees were in receipt of pay protection and ask for GAPF approval.</p> <p>The information provided was in relation to organisational change pay protection and pay costs associated with that and also some information on redeployment of staff subject to organisational change pay protection. NHS Grampian was unable to provide costs related to grade protection due to the way that was recorded, however the number of staff on grade protection was included.</p> <p>As this was factual there was no risk to NHS Grampian in sharing this information as no-one could be identifiable.</p> <p>GAPF approved the recommendation to submit the paper with the figures to STAC.</p>	
7	<p>Involved in Decisions</p> <p>a. Industrial Action Short Life Working Group (SLWG) Update</p> <p>Philip Shipman explained that the pay offer had been implemented and would be in January 2023 pay. Agreement was to be reached across Scotland on a date for back pay to be paid.</p> <p>RCN, RCM and GMB had not accepted the pay offer. They had confirmed pausing industrial action pending discussion with Scottish Government. The key element of the discussion was bringing forward 2023/24 pay negotiations and concluding them by February 2023.</p> <p>Industrial action plans were as complete as they could be to prepare the organisation. Agenda for Change and non-Agenda for Change staff covered by plans. It was noted that Junior Doctors were in discussions on whether to ballot in Scotland.</p>	

Everyone would be kept up to date on any changes via the SLWG and also the Daily Brief.

b. Parking Review

The papers circulated were for information. The purpose of the Parking Review Group was to optimise parking at ARI and have a fair permit system. The Whole System Decision Making Group had requested other options to be taken forward and to include sustainability and net zero initiatives. The group was working on these and with public transport companies. The work was beginning at Foresterhill but would roll out to other areas where needed.

Comments received at the meeting as follows:

- Any permit system introduced would be equitable across all staff. The criteria would have to be right, open and transparent.
- Staff were already concerned about changes to car parking. Staff who could not work at home may feel this was yet another way to make their lives difficult. More people may consider the way they worked eg flexible working if travel to work became more difficult.
- The reasons for removing the temporary staff parking in the Lady Helen Multi Storey Car Park would have to be made very clear to staff. If this happened and the top two floors were left empty, staff would be unhappy.
- Communication would have to go out to people living around Foresterhill to explain that staff can park in suitable parking areas and not expect to receive stickers or notes on their cars.
- Access to park and ride should be free and timely for staff at end of shifts if park and ride areas agreed.
- Bus services should be extended
- Take account of additional time staff need to travel to and from whatever travel arrangements they have eg 15 minutes at start and finish of shift to allow travel on shuttle bus to park and ride
- Moral injury to staff following the number of years they have been working under these levels of stress
- A request was made to build in a review process to a permit system and also to have members of the permit allocating group external to Foresterhill Site and offer them some anonymity for those on the group.

	Dianne Drysdale would feedback to Ted Reid and Mike Adams on information around hybrid working.	DD
8	<p>Sector Partnership Reports – Sector Co-Chairs - Items for Escalation</p> <p>Acute Sector Partnership Forum meeting in December 2022 had been cancelled December Aberdeenshire meeting 18.1.23 – therefore no written report.</p> <p>No further updates received.</p>	
9	Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued – no items	
10	Any Other Competent Business	
11	<p>Communications messages to the Organisation</p> <p>The next formal NHS Grampian Board meeting was to be held on 2 February 2022 and Steven Lindsay would include an update from the December and the January GAPF meetings in his report.</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 16 February 2023 via Microsoft Teams.</p> <p>Agenda items and Sector Partnership Reports to be sent to gram.partnership@nhs.scot by Wednesday 1 February 2023</p>	

Joan Anderson - gram.partnership@nhs.scot