

Meeting Note: Area Partnership Forum
Date/Time: Monday 13th November at 2pm
Via MS Teams

Attendees:

Name	Title
Claire Burden	Chief Executive / Chair of Management Side
Ewing Hope	Employee Director / Chair of Staff Side
Hugh Currie	Assistant Director of OH&SRM
Caroline Cameron	Director of North Ayrshire HSCP
Ann Crumley	Assistant HR Director
Derek Lindsay	Director of Finance
Roisin Kavanagh	Director of Pharmacy
Kirsti Dickson	Director for Transformation and Sustainability
Sheila Rosher	Assistant HR Director
Lorna Kenmuir	Assistant HR Director
Sarah Leslie	Director of OHRD
Lynne McNiven	Director of Public Health
Nicola Graham	Director of Infrastructure and Support Services
Nicola Gault	Society of Radiographers
Louise Sinclair	CoP Representative
Tracy Scott	Staff Wellbeing Lead NHSAA
Wendy Smith	RCM Representative
Kimberley Montgomerie	Unite Representative
Frances Ewan	Unite Representative
Siobhan McCready	Unite Representative
Allina Das	RCN Representative
Sam Mullin	GMB Representative
Ken Brown	Partnership Representative for Acute
Liz Bruce	CSP Representative
Andy Gillies	Head of Spiritual Care, Person-Centred Care and Staff Care (Item 4)
Hazel Borland	Clinical Lead, COVID19 Inquiries (Item 9)
Audrey Fisher	Head of Service (North) (Item 10)
Ashleigh Kennedy	Corporate Secretary (Meeting note)

Apologies :-

Joanne Edwards, Director of Acute Services
 Paula Dumigan, Occupational Health Nurse Adviser
 Deborah Logan, CSP Representative

1]	Welcome & Apologies	
	CB welcomed everyone to the meeting. Apologies were noted as above.	

2]	Previous Meeting Note: APF 11th September 2023 and action log	
	<p>The previous meeting note was approved as a correct record.</p> <p>The actions were discussed and updated on the action log.</p>	
3]	Matters Arising	
	<p>There were no matters arising.</p>	
4]	Supporting the wider health and care system in the well-being arena – Including Art Event and Covid Memorial Service	
	<p>AG spoke to paper 4 and advised that Staff wellbeing services is a multidisciplinary team (MDT), responsible for the emotional and relational wellbeing of NHS staff. The MDT is made up of staff care practitioners, healthcare chaplains, psychology services, peer supporters, psychiatry as well as public health staff such as those involved in better health hub work. Together with the wider MDT- particularly healthcare chaplains - this service offers more than 5000 sessions of individual support for NHS staff based in any Ayrshire and Arran (NHSA&A) location who are in need of emotional or relational support. This ranges from a listening ear, through to focused compassionate listening and interventions that provide support around the processing of complex childhood trauma.</p> <p>A reflective art project emerged from the gathering the voice of staff across a number of professions who were keen, but uncertain about how, to use a creative means to respond to the impact of the pandemic on them. An outcome of this project may be to offer pop-up galleries across various sites in NHSA&A to allow a sharing and curation of human experience. This aspect of recovery is not about performance but about compassion and valuing our staff.</p> <p>The Covid Memorial service came from the APF and following several mid-pandemic reflective ceremonies facilitated by the healthcare chaplains which were well received with more than 18,000 social media engagements across platforms it was agreed that our spiritual care colleagues would help co-construct the ceremony with interested parties across the organization. A basic format would be to bring a number of diverse staff together in an appropriate venue as followed by the invitation for people come forward to share: What three words represent what the pandemic was like for them, followed by a sentence as to why and then laying a flower of their chosen centerpiece, which may be related the aforementioned art project.</p> <p>Members supported the collaborative and person centered approach to this work as staff experiences will be different across all areas of NHSA&A. AG asked APF for volunteers to join the design group and welcomed ideas and contributions to the reflective Art project and Covid memorial service. KM and FE volunteered to join.</p>	
5]	Organisation Update	
	<p>Emergency Department (ED) Ayr – CB advised that there had been an escalation from the Senior Clinical Leaders of our EDs to raise concerns for shortfalls in the middle grade roster. After several rounds of recruitment we have been unable to close the gap and no alternative workforce models were immediately available. An executive sponsored meeting was called which produced 4 work streams, one of which was to consider enhanced recruitment and this process resulted in the proposed recruitment of 3 middle grade staff to join the roster to close the gap in the medium term. We will continue to have roster pressures until these staff arrive. We</p>	

	<p>are working with primary care and our Director for Allied Health Care Professionals to help investigate any shared mitigation or support plan available. This is an area of concern and focus and we will keep the APF apprised of improvements.</p> <p>Winter planning – CB advised that we still working with system partners and acute care to compile our winter plan. Ambitions have been set and the winter checklists and returns have been made, the work now is to deliver the operational change needed to deliver on the ambitions set. Health and Social Care Partnerships have agreed to support the shared ambition to reduce the length of stay for patients in bed based care in the acute and community settings. An intense piece of work will continue to ensure that patients have their care plans to support discharge and reduction in the length of stay.</p> <p>Communication this winter – CB advised that a Chief Executive weekly update was issued last year and asked members to share their reflections of that and asked what could be done better this year to increase winter pressure updates to our operational team. Members agreed that short video messages could be used to capture what we are doing as a whole system and what is required going forwards. Videos being more accessible than email updates.</p> <p>Vacancy Scrutiny – CB advised that the 6 month financial review highlighted an NHSA&A deficit of circa £55 million and the Scottish Government had set a target closer to £40 million. There is a £2 million overspend in Acute alone which is predominantly workforce costs for the unfunded wards. Although additional support is required, further scrutiny of budgets with business partners and Finance will take place over the next few months seeking any opportunity to reduce the overspend. As a Board we are not applying a blanket no recruitment policy, as these can cause avoidable pressure, but all managers are asked to review spend and recruitment to establishments and/or cost avoidance opportunities.</p>	
6]	<p>Leadership Development update</p>	
	<p>AC provided an update on leadership development and advised that there is significant demand for back to basic training to help equip managers with the knowledge and skills to develop their confidence in effectively managing individuals and teams in line with national and local policies and processes. The external review of OHRD in 2022/23 identified an urgent need for skills development for manager to help them to effectively manage their people with a focus on first line manager training; functional policies; updates; digital capability; manage change and culture change. The focus on culture recognises the role of the line manager as the curator of team culture and in ensuring behaviours are aligned to core values. In response to this a full review of management development has been undertaken and is summarised within the paper.</p> <p>KM asked if Trade Union members could be included in leadership management and development opportunities. AC advised that she would pick this up with David Black and would also be happy to discuss this further at a future staff side meeting.</p>	<p>AC</p>
7]	<p>People Strategy ‘develop’ theme</p>	
	<p>AC presented the People Strategy ‘develop’ theme and highlighted a few of the key longer term actions to support our ambition as an exemplar employer:</p> <ul style="list-style-type: none"> • PDR - Performance improvement from the position at end of September was at 38%. Monthly reports are provided to all Directors to help monitor and improve 	

	<p>overall compliance and work is being done to refresh of all guidance and training materials and further promotion via Daily Digest.</p> <ul style="list-style-type: none"> • MAST – As at 1st October 2023 MAST compliance was at 74% with specific focus on Fire and Infection Prevention Control which are at 68 and 66% respectively. Scorecard has been mandated for all services and communication was issued via Directors to improve update of Scorecard. • Effective Leadership and Management - 576 managers' accessed Newly Appointed Managers programme. Cohort 4 commenced mid October 23 and concludes in May 24. 130 managers accessed Introduction to Leadership and Management Development Programme. An additional 90 are booked to attend further programmes between Nov 23 – March 24. Coaching requests are managed via the AHR - Development to enable access to internal/Regional and national coaching. Compassionate Leadership sessions attended by 170 managers. 120 staff attended Active Bystander sessions. 	
<p>8]</p>	<p>Trade Union Facilities Time and Trade Union capacity</p>	
	<p>EH advised that this conversation originated from one of the sister Trade Unions that was looking to create capacity for one of their representatives in a semi-permanent role with organised facility time. Historically to get large blocks of facilitated time staff were required to become a partnership facilitator and come into the partnership team. The organisation has a legal duty to ensure that Trade Union representatives are getting enough time to support their members.</p> <p>Several discussions have taken place and a small working group was proposed to create a facility time budget which will be different from the partnership model. This will allow individual Trade Unions and managers to use this budget to back fill for the facility time.</p> <p>Action: EH/DL/SL and an operational director to discuss the proposal and create an SBAR to be shared with APF.</p> <p>Action: SR agreed to develop electronic facilities time forms and ensure that these link into SSTS.</p>	<p>EH/ DL/ SL</p> <p>SR</p>
<p>9]</p>	<p>Covid19 inquiries update</p>	
	<p>HB provided an update on both the UK and Scottish Covid 19 inquiries highlighted the following key points:</p> <ul style="list-style-type: none"> • Monthly updates are shared with CMT; however, some aspects of this report are confidential. The Board paper provides a general update on both approaches. • Impact Hearings for the Scottish Inquiry to hear from patients, families, charities and representative groups commenced on 24 October 2023 and will run continuously until 8 December 2023. Hearings will pause during Module 2A of the UK Inquiry and recommence in February 2024. • From a staff perspective it is important to note that both inquiries have a listening element and are actively looking to hear from the people that have been impacted by the inquiry. • Discussions have taken place with HB, AG and the staff care team to ensure that staff are appropriately supported as the inquiry goes on. <p>EH highlighted the low staffside input into the inquiry. HB welcomed staffside involvement at the evidence stage of the inquiry and will continue to provide updates</p>	

	<p>at CMT to ensure staff are sighted on the timelines and stages where APF could be involved.</p> <p>Action: EH invited HB to attend a healthcare staffing workshop in early 2024 to have a conversation with the wider staffside on the route map on how to get information into the inquiry.</p>	EH
10]	CCTV SOPS	
	Paper 10 CCTV SOPS was presented for information only.	
11]	Staff Governance Monitoring Return	
	Paper 11 Staff Governance Monitoring Return was presented for information only.	
12]	Any Other Competent Business	
	<p>Use of Crocs – CB will forward this query to the appropriate group to discuss crocs and uniform.</p> <p>Retirement Processes – KM asked if it was possible to amend the communication that is presented in relation to the retirement process for members of staff that are exiting and/or returning to the organisation. Some staff that have signed off their SPPA documentation and are still unaware where their pensions are in the process. There are also instances where SPPA documentation is delayed to the SPPA which can cause financial detriment to the staff member. SR agreed to look at the internal process to ensure that there is a robust process and that the termination form goes directly from payroll to the SPPA.</p> <p>Acute Directorate – CB advised that the Director of Acute services has taken a 6 month secondment opportunity to work in NHS 24. Interim arrangements are not yet in place for Acute; however updates will be provided to APF when available.</p>	SR
	Date of Next APF Meeting	
	22nd January 2023 via MS Teams at 2.00pm.	