

**NHS 24  
BOARD MEETING**

**26 AUGUST 2019  
ITEM NO. 12.2**

**Approved Minutes of the Staff Governance Committee Meeting held on  
16 May 2019 at 10:00am in the Committee Room at Cardonald**

**REGULAR BUSINESS**

**1.1 Attendance and Apologies**

**Committee Members**

Dr Jay Butler	Non Executive
Mr John Glennie	Non Executive (Committee Chair)
Mr Kenny Woods	Partnership Forum Nominated Representative
Mr Fred McCosh	Partnership Forum Nominated Representative
Mr Mike McCormick	Non Executive
Mr Graham Revie	Non Executive (Committee Vice Chair)

**In Attendance**

Ms Suzy Aspley	Head of Communications
Ms Nicola Dawson	Head of Integrated Services
Mrs Pauline Docherty	Head of Employee Relations
Mr Mark Kelly	Associate Nurse Director
Mrs Linda Lynch	Deputy Director of Human Resources
Mr Joe Markey	Regional Partnership Chair
Mrs Gill McInnes	Head of HR Business Services
Mr Kevin McMahan	Head of Risk & Resilience (for Item 2.4)
Mr David Miller	Director of Workforce
Ms Steph Phillips	Interim Director of Operations
Mrs Chantal Robinson	EPA (minutes)
Mrs Caroline Spence	General Manager (for Item 2.6)
Mr Tony Wigram	Head of Health & Safety, Scottish Ambulance Service (for Item 3.3.1)

**Apologies**

Mr Eddie Docherty	Director of Nursing and Care
Mrs Angiolina Foster	Chief Executive
Mrs Esther Robertson	Chair
Mr Alan Webb	Non Executive

Mr Glennie opened the meeting and welcomed all members and attendees, noting apologies as above.

Mr Glennie advised the Committee that this would be Mrs Lynch's last meeting prior to retirement from NHS 24. The Committee members extended their thanks and appreciation to Mrs Lynch for her outstanding contribution to NHS 24 and in particular the Staff Governance Committee over the years.

## **1.2 Declaration of Interests**

There were no declarations of interest.

## **1.3 Minutes of the Previous Meeting of 28 March 2018**

The minutes of the meeting held on 28 March 2019 were approved as an accurate record of discussions.

## **COMPLIANCE REPORTING**

### **2.1 Workforce Report**

Mr Miller presented the HR Workforce Report to the Committee; the report provided a summary and analysis of key HR Management Information trends that inform strategic decision making with regards to workforce development, recruitment requirements and required actions, as well as identifying any workforce risks or issues at the earliest opportunity.

Mr Miller highlighted the ongoing challenges regarding attendance, advising the Committee that discussions had commenced with Trade Union representatives to discuss further strategies and seek their ongoing support. The Committee discussed the completion rate for 2018/19 of the annual clinical refresher modules. Ms Phillips advised the Committee that off line time would be built in to the new shift patterns for continuing professional development. The Committee requested future information on the effectiveness of overall training and development of staff.

**Action: DM**

The Committee noted that frontline recruitment is now conducted by NHS 24 staff using a Values Based Approach. The Committee requested further information in relation to the effectiveness of this approach.

**Action: DM**

The Committee noted the Report.

### **2.2 Workforce Plan 2019/20 Outline Proposal**

Mrs Lynch advised the Committee that an initial document that encompasses all workforce requirements which had been agreed through NHS 24's Strategic and Financial Planning processes would be drafted. It would highlight the capability, capacity and skills both currently and required in the future within the workforce to deliver a clinically safe, effective and affordable service.

The Workforce Plan would be presented to the Committee at the next meeting and be published on the NHS 24 Internet by end of August 2019.

### **2.3 National Board Collaboration Update**

Mr Miller highlighted the current work streams which had been approved at the Chief Executive Officers meeting and agreed to provide a full update of all work streams (including Finance and Management Accounts) at the next meeting.

**Action: DM**

### **2.4 Staff Governance Committee Risk Register**

The Committee noted the risk register, however, questioned the risk, impact and mitigation of risk No: 035228 in relation to Clyde Contact Centre. The Committee requested that this be reviewed and an update provided at the next meeting.

**Action: KMCM**

The Committee noted the work taking place with the potential move, further noting the Audit and Risk Committee had discussed this at length at their previous meeting. Given the potentially significant staffing issues, the Committee requested a paper be presented at the next meeting outlining the staffing issues involved with any potential relocation.

**Action: DM**

The Committee noted the Staff Governance Risk Register.

### **2.5 Service Model Implementation**

Ms Phillips updated the Committee on progress in relation to the Shift Review, 'Shifting the Balance of Care'. Staff had been given off line time to view the video outlining sample shift patterns that had been developed based on feedback previously received. Feedback from staff on the illustrated rotas was mixed. Roadshows are being planned for the end of May/June where sample rotas will be shown and staff will have the opportunity to ask any further detailed questions. Significant recruitment is planned which will be critical to fill any gaps within the rotas. New recruits had already commenced on new shift patterns.

### **2.6 Better Working Better Care Presentation**

Mrs Spence provided a fulsome presentation highlighting the current status of Better Working Better Care and advised that the PDSA Cycle 2 of clinical supervision model had taken place; Mrs Spence informed that the initial results showed a significant improvement in the overall journey time for patients.

The Committee endorsed and fully supported the work that had taken place to date and requested further updates as the programme developed.

## **2.7 Staff Governance Standard Monitoring Framework Arrangements 2018/19**

The Committee noted for assurance the National Annual Staff Governance Monitoring Return 2018-19. The Committee approved the return which would be required to be signed off by the Chief Executive, the Chair of Staff Governance Committee and the Employee Director prior to submission to the Scottish Government Health & Social Care Directorates on 31 May 2018.

## **2.8 Staff Governance Committee Development Event – Output and Follow Up**

Agreed as an accurate record of the Staff Governance Workshop held on 22 January 2019. Mr Revie highlighted the action from Item 5.1:- Director of Workforce/Employee Director to review the 'Lines of Defence' Document. Mr Revie advised the Committee that the Chairs of the Committees met on a regular basis to discuss any Committee overlaps. It had been agreed that one report was required to go to each Committee and the Chair of that Committee would focus on the relevant Committee requirements.

The Committee noted the paper.

## **2.9 Workforce Framework 2019-2021**

Mr Miller presented the developing Workforce Framework and highlighted that the focus would be to help define and detail NHS 24's strategic focus over the next two years in order to deliver the Board Strategy. Mr Miller highlighted that the main areas of focus would be:

- To build and sustain our workforce
- To further develop our workforce and ensure it's digitally enabled
- To optimise our staff health and wellbeing
- To lead and develop our National Collaborative Workforce
- Ensure we are matching capacity with demand (shift review)
- Support the increasing range and scope of practice within our different roles
- Embrace Digital workforce solutions

Mr Miller advised that an updated Workforce Framework 2019-2021 would be presented at the August 2019 Committee meeting.

**Action: DM**

## **STAFF GOVERNANCE STANDARD**

### **3.1 Well Informed**

#### **3.1.1 Communications Delivery Plan 2019**

Ms Aspley presented NHS 24's Communication Delivery Plan and highlighted the following key activities:

- Delivered the Be Ready for Easter campaign on behalf of NHS Scotland.
- Media relations activity has successfully delivered significant positive sentiment for NHS 24 and its services across print media. The Daily Mail's GPT story was a notable exception and a letter to the editor was printed the following day.

- Communications support has been given to several internal reputational issues including performance targets and the Clydebank planning.
- Multi-media content has been positively received with the monthly Podcast generating positive feedback and engagement with partners. A recent recruitment post for social media reached an audience of over 70k and the chair recruitment process has also been supported with audio visual content.
- Public engagement activity was a key focus in April, particularly for remote and rural communities in the West Highlands. In addition to the production of a 4 page leaflet, social and print media activity, the Head of Communications took part in attended a five day engagement programme across Skye and Lochalsh. The team has also linked with comms colleagues at NHS Highland.
- Planning is underway for the staff recognition and awards activity with a staff awards event planned for October.
- From a national collaborative perspective, senior communications colleagues continue to deliver on programmes for the national collaborative, NHS Borders and with NHSNSS.

Activities that the Communications team will focus on in the upcoming quarter include:

- To recruit additional Multi-Media Comms Officers to deliver on the SPRA action to expand Audio Visual production.
- To complete TURAS for the team.
- Continue planning for the staff awards.
- Develop the staff engagement plan to support the corporate objective.
- To deliver summer health campaign.
- Deliver collaborative projects including a joint NHS24/SAS stand at the NHSS event in May.
- The Committee noted the paper.

### **3.2 Involved in Decisions which Affect Them**

#### **3.2.1 Area Partnership Forum (APF) Report**

Mr Revie provided an overview and presented the APF meeting agendas for the Area Partnership Forum which formally met on 3 April and 1 May 2019.

Mr Revie highlighted that the APF had focused on:

- Once for Scotland Workforce Policies Programme Financial Performance Report to 28 February 2019
- Meeting the Reporting Requirements of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 (as amended)
- National Boards Collaboration Update (v)
- Annual Operating Plan
- Facilities Time Reporting
- Service Quality Report to 28 February 2019
- Realistic Medicine Framework
- Communications Delivery Plan 2018/19
- Wellbeing Roadshows – Outcomes (V)
- NHS 24 2019 – 2024 Strategy
- Joint Negotiating Committee Update
- Absence Management (v)

- Service Delivery Update (v)
- Once for Scotland Workforce Policies Programme
- Better Working Better Care
- Shift Review
- Easter Performance (v)

The Committee noted the update.

The Committee requested the APF dates be circulated to Committee Members.

**Action: GR**

### **3.3 Provided with an Improved & Safe Working Environment**

#### **3.3.1 Annual Health and Safety Report**

Mr Glennie introduced Mr Wigram for this item and highlighted that NHS 24 provides health and safety management through an external Health and Safety Consultant and via internal Health and Safety Lead Co-ordinators at all of the main sites.

NHS 24 has in place a Service Level Agreement with the Scottish Ambulance Service and Mr Tony Wigram, NHS 24's expert adviser presented the Health and Safety Annual Report covering the period from 1 April 2018 to 31 March 2019 inclusive.

Mr Wigram highlighted to the Committee that the main NHS 24 sites had been inspected and they had maintained scores in excess of 97% providing an 'A' rating for all sites and NHS 24 overall. A special mention to be given to the Clyde Centre for achieving the first ever 100% score. The Committee congratulated all those involved in achieving this score.

Mr Wigram outlined the Abusive Call Report highlighting that the total of abusive calls had reduced overall when compared to the previous reporting period. The Committee discussed the current policy and procedures for reporting abusive calls and the current support provided to staff.

Mr Wigram provided assurance to the Committee that appropriate measures are in place at NHS 24 to monitor Health and Safety, including smaller sites. Mr Glennie thanked Mr Wigram for the continued support from the Scottish Ambulance Service.

The Committee noted the paper.

### **4. Matters Arising**

The Committee considered actions arising from the minutes of the previous meeting and noted the updates provided against each item.

Accordingly, actions 286, 287 and 288 were considered complete and were approved for removal from the Action Log.

## **5. Reflection on Committee Papers**

The Committee considered that the papers presented had been helpful and contained meaningful information. The Committee requested that the colours used within the Workforce Report be reviewed particularly in relation to long/short term sickness.

**Action: DM**

## **6. Committee Schedule & Workplan**

The Committee approved the Workplan.

### **6.1 Annual Report from Remuneration Sub Committee**

Mr Miller noted that all Governance Committees were required to produce an Annual Report to the Board detailing the key areas of work and focus of the Committee during the year. The Committee noted the report for onward submission to the Board.

## **7. Any Other Business**

Mr Miller advised the Committee of the recently published J Sturrock QC Report - NHS Highland and highlighted that a sub group would be set up to develop relevant actions and recommendations pertinent to NHS 24. The Committee requested that the Report and recommendations be brought to the next meeting.

**Action: DM**

There being no further business, the meeting was closed.

## **8. Agreed Committee Highlights to the Board**

The Committee agreed that Mr Glennie would finalise the points to be submitted to the 20 June 2019 meeting of the NHS 24 Board.

## **9. Date of Next Meeting**

It was noted that the next meeting of the Staff Governance Committee would be held on Monday 12 August 2019 at 10:00am in the Committee Room, Caledonia House.