

**NHS 24
STAFF GOVERNANCE COMMITTEE**

**22 JANUARY 2019
ITEM NO. 1.3**

**Approved Minutes of the Staff Governance Committee Meeting held on
16 October 2018 at 10:00am in the Committee Room at Cardonald**

REGULAR BUSINESS

1.1 Attendance and Apologies

Committee Members

Dr Jay Butler	Non Executive
Mrs Christine Malcolm	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 Nicola Dawson	Head of Integrated Services
Mr Eddie Docherty	Director of Nursing and Care
Mrs Pauline Docherty	Head of Employee Relations
Ms Lisa Dransfield	Senior Communications Manager
Mrs Angiolina Foster	Chief Executive
Mrs Linda Lynch	Deputy Director of Human Resources
Mr Joe Markey	Regional Partnership Chair
Mrs Gill McInnes	Head of HR Business Services
Ms Steph Phillips	Interim Director of Operations
Mr Ian Reid	Executive Lead for HR
Mrs Chantal Robinson	EPA (minutes)
Mr Alan Webb	Non Executive

Apologies

Ms Suzy Aspley	Head of Communications
Mr John Glennie	Non Executive (Committee Chair)

Mr Revie opened the meeting and welcomed all members and attendees. Mr Revie welcomed Mr Webb and Mr Docherty to their first meeting of NHS 24's Staff Governance Committee.

Mr Revie reiterated that as this was a full agenda meeting, it would be taken that the papers had been read by the Committee Members and the presenter would focus on highlighting key areas.

1.2 Declaration of Interests

There were no declarations of interest.

1.3 Minutes of the Previous Meeting of 28 June 2018

The minutes of the meeting held on 28 June 2018 were approved as an accurate record of discussions.

COMPLIANCE REPORTING

2.1 Workforce Report

Mrs Lynch presented the HR Workforce Report to the Committee; the report provided a monthly 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. Mrs Lynch advised that going forward the report would be presented in a revised format, with changes incorporated which stem from the Executive Team quarterly trend report.

This report provides metrics and analysis for the month of September 2018 and also includes historic trends and future forecast information.

- Mrs Lynch advised that monthly absence for September 2018 was 7.0%, which was a decrease of 0.81% from August 2018.
- Supporting Attendance at Work, Health & Wellbeing: The Committee discussed the continuing work undertaken by the Employee Relations team in working with managers on the effective implementation of the Attendance Policy. A project team led by Service Delivery continued to focus on key areas for improvement in relation to attendance.
- iMatter: Team, Directorate and Board reports had been published on 17 September 2018 and the twelve week action planning phase commenced which would conclude on 10 December 2018.
- eESS: Roll out of Phase 1 in August and Phase II in October 2018 completed, currently on track with positive feedback received from Managers.
- Princes Trust Get Into Healthcare Programme: A four week employability programme had been developed for 12 Princes Trust young people; the training provided an understanding of NHS 24 along with job seeking and employment skills. Participants who complete the programme would be invited to an awards ceremony on 13 December 2018 as well as potential to a Call Handler interview in January 2019.
- Workforce Profile: Members of the Committee asked that clarification be sought in relation to staff retirement and returning to work, in particular for Call Handlers. If required communications to be prepared and sent out to staff.

Action: LL/LD

The Committee noted the paper.

2.2 Staff Governance Committee Risk Register

Mr McMahon presented the Risk Register to the Committee and highlighted that there were no new risks which had arisen since the previous meeting. The Committee discussed attendance rates and clinical recruitment. The Committee also discussed festive planning and were advised that the festive rotas would be available to staff from the 22 October 2018. It was agreed winter planning would be added to the APF agenda.

Action: GR

The Committee noted the paper.

2.3 Staff Governance Monitoring Feedback Letter 2017/18

Mr Reid presented the feedback letter NHS 24 had received from Scottish Government in response to the Staff Governance Annual Monitoring Return for 2017-18, containing feedback and requesting further information. Mr Reid highlighted the additional information NHS 24 had provided.

The Committee agreed that Mrs Lynch and Mr McMahon would work together to provide a comprehensive response.

Action: LL/KMcM

The Committee noted the Staff Governance Monitoring Feedback Letter.

2.4 Shift Review Update

Ms Dawson presented the paper and highlighted the recent activity which had taken place within the Shift Review had been the engagement with staff to gather their views on current shift working and potential improvements ahead of any options being developed for further discussion. Ms Dawson advised that a survey had previously been issued to staff as well as a series of communications to encourage staff to complete the survey; over 50% of staff had completed the survey.

The outputs from the survey informed a series of focus groups with call handlers and nurses which included staff from local centres to ensure their views were represented. The focus groups were facilitated by an external organisation, 'Progressive', deliberately to ensure openness and transparency and ~120 staff volunteered to take part. 'Progressive' presented the analysis of both the survey and the focus groups to the shift review working group. Frontline Managers are engaged through personal interaction following a survey to capture their thoughts on the Shift Review from a frontline management perspective – ensuring the modelled options have an opportunity to correct any current issues which affect their ability to effectively engage and support their respective teams. The shift review aims to balance the needs of the organisation as well as meeting the needs of staff.

This current phase of the review covers call handlers and nurse practitioners in unscheduled care, however, all operational staff were asked to complete the survey. Scheduled care and the dental service will be the next two key staff groups to be involved.

The Committee noted the update provided.

2.5 Managing Attendance Processes

Mrs Docherty presented the information to the Committee and highlighted that the renewed Attendance Policy had been implemented, this provided appropriate support for both managers and staff.

Mrs Docherty advised the Committee that NHS 24 manages both short-term and long-term sickness the same way, with both types of absence being monitored over a rolling 12-month period. In addition, it is anticipated that the level of support required for short-term absence cases will usually be less, and that the progression from one stage to the next will usually be quicker than with long-term absence cases. Managers are encouraged to use their judgement in the application of the policy when dealing with individual cases to ensure that staff are managed in a fair and supportive manner.

Ms Philips had advised the Committee that Service Delivery had implemented an action plan to support Attendance Management which included: an Attendance Management Lead, development of a training plan for all managers, and were working with the Heads of Clinical Services to ensure appropriate focus was maintained within each centre.

The Committee noted the update.

STAFF GOVERNANCE STANDARD

Well Informed

3.1 Communications Delivery Plan 2018-2019

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

- Rationalisation of NHS 24's social media channels to one Face book page. A Social Media Editorial Group has been established and chaired by Communications with a view to improving our social media activity and continuing to grow audience.
- Production of 'Talking 24', our first podcast.
- Finalising the brand cohesion project

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

- Staff Engagement events
- Sharing brand approaches with staff
- Deliver Be Health-Wise this winter campaign

The Committee extended their thanks to the Communications Team for their continued hard work in delivering NHS 24's Communications and Engagement Strategies.

The Committee noted the paper.

3.1.3 Media and Campaigns Plan 2018/19

Ms Dransfield presented the Media and Campaigns Plan to the Committee, noting the key points within the report.

Ms Dransfield advised this would be reported on a quarterly basis. It was noted that a Social Media Strategy was being developed with internal stakeholders involved.

The Committee agreed that it was a comprehensive report, and noted the report for assurance.

3.1.4 Brand Review

Ms Dransfield presented the Brand Review report to the Committee.

Ms Dransfield highlighted there had been significant testing carried out on branding and that this had been agreed by the EMT.

The Committee noted the review for assurance.

3.2 Appropriately Trained

3.2.1 Investing in our Leadership Update

Mrs Lynch highlighted the progress of Investing in Our Leadership (IIOL), NHS 24's Strategic Leadership Programme and advised that the recent session with Professor Michael West had created real enthusiasm and increased the energy within the group; the key would be to ensure that this momentum continued. This session had been well attended and positive feedback had been received.

Mrs Lynch highlighted that Professor West had provided a wealth of resources and that a working group would be set up to review them.

The programme would continue to run through to March 2019.

3.2.2 SAP Sprint 1 Training

Ms Phillips presented the paper and highlighted the approach to training and discussed its effectiveness as an approach in delivery of 'sprint 1'.

The key points noted were:

- 1) Staff were involved throughout in the design, testing and delivery of 'sprint 1', including the training and support provided. The changes were driven by better understanding of the staff user experience based on detailed observations and discussions with staff, and now far better reflects the call flow process.
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- 3) At every stage, the implementation was supported by a programme of communication for staff.
- 4) The response to the changes implemented, and the training, has been overwhelmingly positive. Follow up review with staff is planned for mid-October, a month after implementation, as part of the overall measurement framework for 'sprint 1'.

The Committee noted the paper.

3.3 Involved in Decisions which Affect Them

3.3.1 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 14 June, 22 August and a Workshop Session on 19 September 2018. The meeting scheduled for 18 July 2018 had been cancelled.

Mr Revie highlighted that the APF had focused on:

- Financial Performance to 31 March 2018
- Service Delivery Management Update
- Trade Union Facility Time Reporting
- Review of Partnership Working Forums
- Workforce Plan
- Health & Safety Update
- Key Project Updates – Better Working, Better Care (Model Office) and Shift Rota Review
- Once for Scotland Workforce Policies
- 2018 Staff Experience Measurement
- iMatter Update
- National Boards Collaboration Update
- HR Policies for Approval
- NHS 24 SPRA Process – Mid Year Review

Mr Revie confirmed that the Joint Negotiating Committee would be set up with the first meeting kicking off in the New Year.

Action: GR

The Committee noted the update.

3.3.2 Better Working Better Care

Ms Phillips highlighted that the delivery of Better Working Better Care aims to:-

'Devise, test, evaluate and adapt our service delivery operational model (managerial, staffing and resources) so that expectations, roles and responsibilities are clear, fit our service delivery commitments and we do this with maximum possible involvement of all our staff to devise and drive change and improvement'.

The key priorities identified were:

- Supporting frontline managers to fulfil their role effectively – CPD, time, tools, information, effective 121s, and support;
- Effective engagement with staff and building in time and appropriate mechanisms for engagement; Developing a team model and matching capacity across management roles to support this;
- Agreeing and implementing an appropriate supervision model;
- Linked to the shift review, develop a workforce model that ensures we have the right people in the right place at the right time

Ms Phillips advised that better team working and supervision had been identified as paramount. Four workstreams had been identified, Planning, Training, Evaluation and Process. Ms Phillips highlighted that the focus was on redesigning, working patterns and local centres to understand what it would all look like. The Committee agreed the model was good and looked forward to hearing how this progressed.

3.4 Treated Fairly & Consistently

3.4.1 Human Resources Policies and Procedures

1.1 The changes to these policies and procedures have been made in line with NHS Scotland Partnership Information Network (PIN) Policies.

The Carer Leave Policy, Gift and Hospitality Policy, Job Share Policy, Substance Misuse at Work Policy and Uniform Policy have been developed at the Partnership Policy Review Group (PPRG) and submitted to the Executive Team, Equality and Diversity Impact Assessment group and staff side for comment as part of the consultation process. Comments were fed back to the following PPRG meeting for discussion and then approved at the Area Partnership Forum. They are now submitted to the Staff Governance Committee for information.

- Carer Leave Policy (Revised)
- Gift and Hospitality Policy
- Job Share Policy (Revised)
- Substance Misuse at Work Policy (Revised)
- Uniform Policy

The Committee noted the Policies and Procedures.

3.5 Provided with an Improved & Safe Working Environment

3.5.1 Area Health & Safety Minutes

Mrs McInnes presented the minutes of the Health and Safety Committee meeting held on 6 March 2018.

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 276, 277 and 278 were considered complete and were approved for removal from the Action Log.

In relation to action 279 it was agreed that the action would remain on the Action Log and be updated at the 22 January 2019 Committee meeting.

5.1 Reflection on Committee Papers

The Committee considered that the papers presented had been helpful and contained meaningful information. The Committee also considered that the presentations had been extremely topical.

6. Committee Schedule & Workplan

The Committee approved the Workplan with the addition of the Committee workshop being added to the 22 January 2019 workplan.

Action CR

6.1 Committee Terms of Reference & Membership

The Committee approved the Terms of Reference with the proviso that the following comments are included in the revised edition of the Terms of Reference:

- Page 1, section 1.1 review the Role of the Committee
- addition on Page 2, section 2.1.1 the Employee Director.
- Page 3, section 2.2.3, extend an invitation to the Co-Chair of the Health & Safety Committee

Action: LL/GR

7. Any Other Business

There being no further business, the meeting was closed.

8. Agreed Committee Highlights to the Board

The Committee agreed that Mr Revie would finalise the points to be submitted to the 18 October 2018 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 Tuesday 22 January 2018 at 10:00am in the Committee Room, Caledonia House.