**Approved minutes**

**Meeting: Person Centred Committee (PCC)**

**Date: Wednesday 15 January 2020 at 13:00 hrs**

**Venue: Level 5 Boardroom**

**Members**

Jane Christie-Flight Non-Executive Director / Employee Director

Marcella Boyle Non-Executive Director

Stephen McAllister Non-Executive Director **(Chair)**

**In attendance**

Anne Marie Cavanagh Executive Nurse Director

Gareth Adkins Executive Director Quality, Innovation & People

Laura Liddle Associate Director of HR

Liane McGrath Head of Corporate Governance & Board Secretary

Mark MacGregor Medical Director

Serena Barnett Director of HR

Susan Douglas-Scott CBE Board Chair

**Minutes**

Tracey Wark Executive PA

**Apologies**

Jann Gardner Chief Executive

Laura Langan Head of Clinical Governance

Rob Moore Non-Executive Director

1. **Opening Remarks**

Stephen McAlister opened the meeting and thanked everyone for attending.

1. **Apologies**

Apologies were noted as above and accepted.

1. **Declarations of Interest**

There were no declarations of interest.

1. **Updates from last meeting**
   1. **Unapproved Minutes**

The minutes of the previous meeting held on 7 November 2019 were approved as accurate.

* 1. **Actions**

All previous actions were updated or closed. New actions are noted on a separate action log.

**4.2b Grievances**

The committee discussed the report prepared by the employee director that reviewed the organisational history of grievances and other employee relations issues. It was noted that there had been peaks of grievances relating to specific issues such as ‘paid as if at work’ where collective grievances had been raised but overall the level of grievances within the organisation continued to be low. The committee agreed that the report provided assurance that there were no issues with under-utilisation of the grievance process and that much work had been done to resolve issues and maintain good employee relations.

* 1. **Matters Arising**

The following actions were further discussed prior to being closed:

**040919/02** – **Complaints and feedback**

The committee discussed the role of the committee in relation to complaints and feedback. It was agreed that the chairs of Person Centred Committee (including staff governance) and Clinical Governance Committee would meet to discuss further. However, it was proposed that Clinical Governance Committee would retain the remit for oversight and governance of our complaints and feedback processes but that any staff governance related issues or themes would be highlighted to and discussed by the Person Centred Committee.

**160719/04 – Lay Representative / Public Partners at national groups**

Gareth Adkins advised the members that the Involving People Group have taken a decision to establish a Patient Focus Public Involvement (PFPI) group which would include representation from both internal and external members. This would to ensure a mix of practical experience and diversity around the table providing better community support and enabling greater strength and sustainability.

Reporting to Gareth Adkins, Rob White, Service Design and Equality Lead will be responsible for setting up this group as part of his objectives.

The committee supported the proposal to establish the PFPI Group.

**5 Safe**

**5.1 Integrated Performance Report – Staff Governance** (IPR page 32-38)

Gareth Adkins presented the Staff Governance section of the December Integrated Performance Report (IPR) and highlighted the salient points:

* **Sickness absence** continues to be variable month on month but with no significant changes between 4 and 5%. A large proportion of sickness absence continues to be due to anxiety, stress and depression accounting for 30.2% of the Board’s sickness absence. Management, Occupational Health and Human Resource teams continue to work together to support members of staff during their absences and assist them to return to work.

A workshop has been scheduled for mid-February with a cross section of staff to explore staff health and wellbeing and develop a framework.

Anne Marie Cavanagh emphasised the positive effect of promoting attendance at work.

* **Agenda for Change Appraisal** – Analysis is being undertaken of the staff governance data to compare sickness absence rates and TURAS appraisal completion rates to identify any departments where further support may be required where both areas are outwith targets. This information is being gathered to develop action plans to identify which areas require additional support to overcome any barriers or challenges they might be facing.

The committee were assured that there are no major issues but work is being done to assist sickness absence and improve staff health and wellbeing. The IPR (Staff Governance) was approved.

**5.2 Staff Governance Report**

Gareth Adkins presented the Staff Governance Report and highlighted key points for noting:

* **Staff Governance Action Plan** – the December action plan of the Staff Governance Sub Group was reviewed with an action to take forward the hotel strategy.
* **Learning & Organisational Development 6 Monthly Report** – a new PREVENT e-learning module which relates to preventing radicalisation and terrorist organisations has been introduced. The key items are awareness raising, how to support staff and specific training for lead staff.
* **Review of Staff Governance KPi’s** – test data relating to staff turnover will be brought back for review and if successful will be submitted for inclusion in the integrated performance report for 2020/21. The Staff Governance Sub Group will also review the data and reports it receives on a regular basis, including mandatory training, skin surveillance, face fit testing and staff turnover.
* **Review of Workplan** – The committee noted that there is no regular Medical Education Update Report. The Medical Director, Mark MacGregor, is in discussion with his key staff to develop meaningful reports and to also update and develop the Medical Education Strategy.
* **Mental Health Check Survey** - The committee discussed the results of a mental health survey conducted in September 2019 with support from See Me. The See Me report summarises the results of the responses into different sections – pre-employment, in-work, returning to work and organisation culture, with recommendations within each section.

The report indicates that there are good areas of practice and staff do feel supported by managers and colleagues within the workplace. There are areas where improvements can be made and which are likely to have the most impact for us, such as:

* Commitment of senior leaders and manager
* Safe, effective and pertinent disclosure of mental health concerns
* Confident and informed line managers
* Increased mental health awareness and literacy
* Effective approaches to training including a wider range of resources tools, e-learning for all staff
* Stigma free culture and ethos
* Effective communication of support available
* Further work will be done to formulate an action plan to be shared with the Staff Governance Sub Group. This will also inform the development of a wider health and well-being strategy through workshops with staff and the Board.
* **Occupational Health & Safety 6 Monthly Report –** the key points are:
* Flu vaccines had gone well with 900 injections having been given at December 2019 with more planned. The promotional t-shirts were a great success and ideas are being considered for next year’s campaign with a cup for life being suggested.
* Cognitive Behaviour Therapy (CBT) support has been busy with 18 sessions a week with a rise in demand. Options for increasing this support will be considered as part of a wider review of mental health support across the organisation.
* Skin surveillance procedures have dramatically changed over the past six months but new processes have been implemented effectively. An updated report will be submitted to the next meeting.

**5.3 Staff Governance Action Plan Update**

Members were asked to note the contents of the Staff Governance Action Plan which was updated in December. The plan sets out our key priorities against the staff governance standard including progress to date and whether actions are on track or at risk.

One action was highlighted as requiring action:

* Develop a three year strategy for the Golden Jubilee Conference Hotel, including creation of workforce plans.

A working group has been established and will meet later in January to progress.

**5.4 Occupational Health & Safety 6 Monthly Report**

The committee discussed the 6 monthly update on occupational health and safety.

Laura Liddle outlined the main points of the report.

* **Adverse Incidents** – there were no significant trends.
* **Health and Safety Action Plan** – has progressed well over the past six months. Violence and Aggression continues to be a key focus area for HSE at this time. A short life working group has been formed and are progressing robust and comprehensive policies and procedures. Development of a training strategy is underway.

A key action has been the review of the Health & Safety Committee’s **terms of reference.** A proposal outlining considerable change in structure has been approved by the Executive Directors Group and will be submitted to Senior Management Meeting (SMT).

* **Regulatory Enforcement** – none in this time period. However, the committee asks that the number of unwanted fire alarm signals (UFAS) be investigated.
* **Pre-Employment Screening** – the Once for Scotland pre-employment health questionnaire was launched in 2019 and is providing a consistent reporting approach for all staff.
* **Physiotherapy – Service Developments**: The Allied Health Professionals (AHP) Health and Work Report (HWR) was developed, originally titled Fit for Work report. It was piloted before being launched in 2013 and is now a consistent nationally recognised tool for AHPs to advise employees on their fitness to work. In August 2019, the SMT approved a draft proposal to introduce the HWR to the Golden Jubilee Foundation.

The OH Physiotherapy team will implement a pilot involving a 6 month trial of this report and are preparing a guidance document.

* **Fit for Life Campaign** – the OH Physiotherapy team have introduced a monthly health promotion blog.

The Committee approved the contents of the report and praised the continued developments and progress.

**6 Person Centred**

**6.1 Partnership Forum Report**

Jane Christie-Flight outlined the work undertaken by the Partnership Forum during the last quarter to ensure the Board meets the requirements of the Staff Governance Standards, including:

* **EU Withdrawal** – it was noted that all departments should now have Business Continuity plans in place which are accessible and regularly reviewed. There is information on line for staff who require to apply for settlement status, and any questions can be addressed via Human Resources confidentially.
* **IPR** – The new Integrated Performance report was approved by Partnership Forum and it is expected that this document will evolve with time.
* **Financial Session** –the Director of Finance provided the Partnership Forum with a dedicated finance session that looked at efficiency savings identified for this year.
* **Staff Governance Update** – the Workforce Planning and Education Steering Group and the Staff Governance Policy Sub Group have now merged to form the Staff Governance Sub Group with appropriate representation for across the organisation. This group will report to PCC via SMT and PF.
* **Senior Management Infrastructure** – associated job descriptions are being written / updated for submission for job matching. The Nursing management structure is being reviewed by the Nurse Director and the medical management structure is being reviewed by the Medical Director. Interim measures have been put in place for Estates following the departure of the Head of Estates and the Director of Finance will lead a review of this function.
* **Staff Awards** - the forum for Staff Awards is being reviewed with categories being aligned to those of the Scottish Health Awards. Nominations will be launched in January 2020 with the aim of having an evening event in April / May 2020 and annually thereafter.
* **Public Holidays 2020** – The board had been given the opportunity to make a decision on taking a public holiday on either 1 May (to mark the 75th VE Day Anniversary) or 4 May (historically taken as International Workers Day). Partnership Forum and the Board approved 4 May as the May holiday for 2020.
* **“Once for Scotland” Workforce Policies -** The committee discussed the work commissioned by the SWAG to review all of the Partnership Information Network (PIN) policies and develop all policies in line with Once for Scotland. This is progressing well, with our Employee Director and Associate Director of HR leading this development at the Jubilee. They informed that our own Board policies currently align to the PIN policy. The first tranche of Once for Scotland policies has now been approved for a soft launch prior to implementation.

Phase two of this work will commence late January 2020 with the second stage of the consultation to address the remaining PIN policies which align with NHS Scotland values. It is expected that the website will go live in March 2020 with training to support these changes.

The committee noted that this will ensure consistency of policies across Scotland, will be extremely beneficial and will avoid confusion, particularly when staff relocate to other Boards.

**6.2 Involving People Report**

Gareth gave an overview of the details noted in his report which was approved by the Committee.

* **Involving People Group Strategy** - Gareth Adkins gave an update on the Involving People Group (IPG), noting that the group agreed to review their Strategy and would then inform any changes required in the terms of reference of IPG. However, it was agreed that the core principle of involvement remains relevant and important.
* **Participation Standard** – published by the Scottish Health Council in 2009 / 2010 is currently under review due the establishment of health and social care partnerships. The aim is to produce new guidance that will apply across health and social care but no timescales have been set for publication.
* **Care Experience** – PCC had asked that a proposal be developed to consider how proactive use of care experience data including complaints can be developed. The Person Centred Committee agreed that the proposal includes focus on both the care experience element and person centredness.

**6.3 Corporate Learning and Organisational Development (L&OD) 6 Monthly Report**

Donna Akhal discussed her report with the committee to update on the priorities focussed on by the L&OD team over the past six months:

* A new approach to corporate induction
* eESS reporting
* developing a range of change resources
* developing our internal coaching capacity
* building our internal expertise to support e-Learning module development
* working both regionally and nationally to support delivery of OD and LD priorities.

A review of departments’ training budget spend commenced in November and any underspends will be reallocated. Leadership and management development continues to be supported through the provision of targeted leadership and management opportunities.

The Further Education Fund was launched in May and 12 applications were received. A total of £6,865 was awarded to 10 successful applications supporting a range of clinical and non-clinical related qualifications.

Work continues with the West of Scotland and National L&OD colleagues to support the delivery of regional and national plans.

The committee noted the details of the report and acknowledged the ongoing commitment of the department.

**7 Effective**

**7.1 Job Planning Update**

The committee discussed the proposed changes to improve the approach to the process for medical staff completing job planning for 2020/2021, focussing on linking the service planning approach to job planning. Whilst it is recognised that there is a need to have a discussion with individual consultants, the service planning approach would identify the demands on the service, consultant time available, and engage the clinical team with general management in deciding appropriate priorities and approach taken to demand, in excess of available resource.

Our Medical Director, Mark MacGregor has driven forward changes to the job planning process with compliance of individual job plans reported as 83% at the end of December. It is anticipated that the 2020/2021 job planning process will be completed by 31 March 2020. This new process will mean that subsequent service planning will be easier to manage across all specialities and with tighter timescales.

The committee approved the proposed changes to the job planning process.

**7.2 Communication Performance Update**

Sandie Scott joined the meeting to update on communication performance, noting

* There has been a steep rise in enquiries.
* Positive feedback has been received direct and via third parties; all agreed this should be included in future reporting.
* Social media output has been very successful with over 2.5 million viewers.
* Communications Survey will be issued in the near future to gather views to revamp internal communications.

The committee noted the impact of the work carried out by the Communications department despite having a small team.

The committee asked that future reporting be extended to include details of positive engagement, reputational scoring, campaigns, outcomes and proxy indicators.

**8. Any Other Competent Business**

**Volunteer Strategy** – Marcella advised that we have until May 2020 to complete the six monthly process for volunteer accreditation. The Volunteer Manager and the Spiritual Care and Diversity Lead will prepare a business case for consideration.

**9. Items for Board Update**

The committee agreed reporting on the following items be included in the Board Update paper:

* “Once for Scotland” Workforce Policies
* Medical Education
* Complaints and Feedback
* Grievances
* Mental Health
* Job Planning

**10. Date and time of next meeting**

The next meeting of the Person Centred Committee is scheduled for

Thursday 5 March 2020 at 13:00 hrs.