Approved Minutes

**Person Centred Committee**

16th July 2019, 1.00 – 3.30pm, Level 5 Boardroom.

**Members**

Kay Harriman Non Executive Director (Chair)

Jane Christie-Flight Non Executive Director (Employee Director)

Marcella Boyle Non Executive Director

Mark MacGregor Non Executive Director

**In Attendance**

Alistair Macfie Interim Medical Director (item 7.2)

Andy Gillies Spiritual Care & Diversity Lead (item 6.5)

Christine McGuinness Communications Manager (item 7.5)

Donna Akhal Head of Learning & Organisational Development (item 7.1)

Gareth Adkins Director of Quality, Innovation & People

Jann Gardner Chief Executive

Laura Langan Riach Head of Clinical Governance (item 5.1)

Laura Liddle Associate HR Director

Susan Douglas-Scott Chair

**Minutes**

Christine Nelson Executive PA

**Apologies**

Anne Marie Cavanagh Director of Nursing

Cathy McAlister Deputy Staff Side Chair

Judith Ross Staff Side Representative

Stephen McAllister Non Executive Director

**Standing Declarations of Interest**

None Declared

1. **Chair’s Introductory Remarks**
   1. Kay Harriman welcomed everyone to the meeting.
2. **Apologies**
   1. Apologies were noted as above.
3. **Updates from last meetings held on 17th April 2019 and 9th May 2019**
   1. **Minutes of last meeting**

The minutes of the meetings held on 17th April and 9th May were approved.

* 1. **Actions**
     1. All previous actions were updated and closed:

**4. Matters Arising**

4.1 Any matters arising were covered within the minutes and actions.

**5. Safe**

5.1 **Complaints Report & Annual Feedback Report**

Laura Langan Riach joined the meeting to present the 2018-2019 Annual Feedback Report, including quarter 4. Eighty two complaints were received, which was consistent with previous years although more stage 2 complaints were received. The reduction in stage 1 complaints could be attributed to an increase in the number of concerns raised.

Laura Langan Riach highlighted the overview of themes on page 11 of the report with the top 3 categories being clinical treatment, lack of communication and staff attitude. Human factors, power of apology and breaking bad news training is being carried out to help address this issue

There was one significant adverse event (SAE) reported and 7 cases were referred to the Scottish Public Services Ombudsman (SPSO), 2 of which were rejected and 1 was a joint complaint with another Board.

There were 209 compliments received.

There were no questions raised by the Committee and they noted the report, thanking Laura Langan Riach for her report, noting it was well presented.

Laura Langan Riach then referred the Committee to the complaints scrutiny report to select a complaint for further discussion at the next meeting. Laura Langan Riach suggested inviting staff from the area referred to in the complaint to participate in the scrutiny.

The Committee discussed and agreed to focus on thoracic service complaints in relation to communications, training and attitude as well as inviting the relevant staff to participate.

Laura Langan Riach agreed to provide more information on complaint 1001 for the September meeting.

The Committee noted the complaints scrutiny report. Laura Langan Riach left the meeting (1.45pm).

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| **Action No.** | **Action** | **Action by** | **Status** |
| 160719/01 | Thoracic complaints to be scrutinised at September meeting to include staff from the area. Additional time on the agenda to be allocated. | GA/CN | New |
| 160719/02 | Further information on complaint 1001 to be provided at the September meeting. | GA/LLR\* | New |

5.2 **Quarterly Staff Governance Report**

Gareth Adkins stated that this report will be incorporated into the integrated performance report (IPR) from September. Further discussion will take place on which aspects of governance not included in the IPR require to be reported to PCC.

Laura Liddle gave an overview of the iMatter survey results reporting that a 67% response rate was achieved in 2019, an increase of 4%. The Employee Engagement Index (EEI) dropped by 1 to 77. A report was received by 103 teams, leaving 44 (30%) without a report. Action plans require to be submitted by 1st October 2019.

The components report indicates that 82% of staff feel valued as an individual and 82% reported being satisfied in their job. Areas for improvement include visibility of senior managers and staff involvement in organisational decisions.

Laura Liddle reported that 67% of Agenda for Change appraisals were completed by 30th June 2019. No single reason has been identified for not reaching the 80% target with some attributed to long term leave or appraisal meetings having taken place but final electronic sign off not been completed. Gareth Adkins added that plans are in place to monitor progress closer.

Jane Christie-Flight stated that managers may need reminded of their duty to governance.

The Committee agreed to Gareth Adkins triangulating the data with other HR measures and discussing how to improve support to managers and teams. Gareth Adkins will provide further information to the Committee at the September meeting.

Development to TURAS continues including executive appraisal reporting. Progress reports and the ability for managers to customise and create post outlines are planned.

Laura Liddle gave an update of sickness absence for the period 1st April to 30th June 2019 showing an average rate of 4.76%. Although the trend is rising slightly, there is a small reduction in the 12 months ending June 2019 than any previous 12 month period. Laura Liddle reported that no particular group has been identified with a higher level of absence. Managers continue to monitor this closely ensuring support is offered. To help find ways of addressing the high instance of mental health related sickness absence, the See Me survey is scheduled for September. A communications plan has been written and the survey will be heavily promoted.

Gareth Adkins stated that discussions with Headtorch regarding options to promote mental health fitness and raising awareness are taking place.

Laura Liddle confirmed to Mark MacGregor that no themes have been identified in why many clinical facing areas are showing an absence rate of 7% or 8%.

The Committee approved the Quarterly Staff Governance Report.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 160719/03 | Provide a report on further investigation into appraisal data and other HR related data and provision of support to managers and teams to September meeting. | GA | New |

**6. Person Centred**

6.1 **Involving People Update**

Gareth Adkins referred the Committee to the update report, informing them that the last Involving People Group meeting took place on 25th June 2019, during which the following was noted:

* An Expansion update including wayfinding exercise and more detailed design of phase 1. The group noted that virtual reality sessions are being held to view the design.
* The Helpforce Project has referred over 40 potential volunteers to the organisation. The Volunteer Manager is holding information sessions with them in groups of 10. There are several very good candidates.
* The Group noted Jack Tait’s resignation as a volunteer with the organisation and recognised the commitment that Jack had provided over the many years he volunteered.
* Positive feedback was given from the volunteer’s event.
* An application is underway for accreditation to the Carer Positive Employer Scheme.
* A handbook for lay representatives is being developed.

The Committee had no further questions and thanked Gareth Adkins for his update.

6.2 **Partnership Forum Report**

Jane Christie-Flight reported that Partnership Forum met on 31st May and 5th July 2019 and gave an overview of the report. Jane Christie-Flight highlighted items from the report including:

Staff can apply for funding to help support their further and higher education. A wider representation of staff are applying and Learning and Organisational Development are providing support.

Job Matching training has been streamlined and training sessions have been scheduled for September. The improved process has enabled the process to reduce from 17 months to 7 weeks. Kay Harriman asked why the process used to take so long. Jane Christie-Flight attributed this to a shortage of job matchers, the standard of job descriptions and a backlog of applications.

The Committee noted the Partnership Forum Update.

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

Laura Liddle gave a summary of the occupational health report noting there was 1 RIDDOR (reporting of injuries, diseases and dangerous occurrences regulations).

The Health and Safety (H&S) action plan for 2018/19 is closed off and developments within the 2019/20 action plan were detailed in the report.

The terms of reference for the H&S committee have been reviewed and Gareth Adkins is looking into H&S forums to feed into the committee.

A risk based audit is being carried out on behalf of the Senior Management Team (SMT) on compliance with seasonal flu vaccines along with ways to increase uptake of the vaccine.

Sixty five people are now trained in skin surveillance roles. Mentally healthy workplace training/awareness sessions have been arranged as well as a suicide awareness session.

Both occupational health physiotherapists are now nonmedical and radiology referrers. The majority of referrals to physiotherapy continue to be for musculoskeletal problems.

The team are proposing the introduction of the Allied Health Professional (AHP) Fitness for Work report (FFWR) for musculoskeletal conditions to look at adjustments and return to work. The proposal will be considered by SMT.

No new legislation or changes were reported.

The Committee noted the Occupational Health and Safety 6 monthly report.

6.4 **People Strategy**

Gareth Adkins presented the Draft People Strategy and invited comments from the Committee outlining the 4 strategic workforce priorities:

* Building and sustaining our workforce for now and for the future.
* Developing our workforce and ensuring it’s technology ready.
* Staff health and wellbeing
* Regional and National Workforce.

The strategy will go to Board in November for final approval. Gareth Adkins invited the committee to provide their comments. Marcella Boyle agreed to provide her comments by email but asked for consideration to the inclusion of all people throughout the strategy, including volunteers.

The Committee noted the People Strategy.

6.5 **Lay Representation Proposals & Handbook**

Andy Gillies joined the meeting and informed the group that he had been asked to look at options for lay representatives/public partners for the organisation. ie. the voice of the public. Andy Gillies has been working with Healthcare Improvement Scotland (HIS) as well as with Learning & Organisational Development (L&OD), Clinical Governance, the hotel and administrative staff. In addition, Andy Gillies is working on guidance for lay representatives to support their role. Andy Gillies invited the Committee to give their thoughts on whether the organisation should use the title lay representative or public partner.

Jane Christie-Flight stated that for staff governance committees the terms of reference refer to staff side representatives as lay representatives, which could cause confusion.

The Committee discussed what the organisation is looking for from these representatives, the terms of their role as well as the pros and cons. Jann Gardner and Susan Douglas-Scott agreed to discuss further at their national groups and report back to Gareth Adkins.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 160719/04 | Discuss lay representative/public partners at national groups and feed back to Gareth | JG/SDS | New |

The Committee noted the lay representation update and thanked Andy Gillies for attending. Andy left the meeting (2.50pm)

**7**. **Effective**

7.1 **Corporate L&OD Plan & Annual Report on Activity**

Donna Akhal joined the meeting and referred the Committee to the report circulated. Donna Akhal highlighted the priority areas the team focussed on last year and invited questions from the Committee.

The Committee complimented Donna Akhal on the presentation of the report. Marcella Boyle suggested including a year on year trend in future and a return on investment.

Kay Harriman asked how the Coaching programme is going and why sometimes external coaches were being used. Donna Akhal responded that sometimes an external coach can give more impartial guidance. Feedback has been very positive.

The Committee thanked Donna Akhal for attending and noted the corporate L&OD annual report. Donna Akhal left the meeting (2.55pm).

7.2 **Quarterly Job Planning Update**

Alistair Macfie joined the meeting to provide an update on medical job planning. Alistair Macfie gave an overview of the report and invited questions or comments from the Committee.

Mark MacGregor stated that the next round of appraisals should be straight forward as all job plans are now in the system. He asked for Alistair Macfie to explain the steps of the sign off process.

Jann Gardner added that the Board is doing broader work on the number of programmed activities, overall level of earnings and quality of job plans, being clear that discretionary points won’t be signed off unless a job plan is agreed. Gareth Adkins confirmed that the discretionary points committee have agreed to this proposal.

Kay Harriman asked if medics are able to work if they don’t have a signed off job plan. Alistair Macfie confirmed they can, as they are likely to have one for the previous year. Gareth Adkins stated that the escalation in this process is that now pay progression will be halted. Laura Liddle added that having a job plan is a contractual obligation. Jann Gardner highlighted to the Committee that this was identified as a high level risk by the auditors.

Jane Christie-Flight asked how study leave is impacted. Alistair Macfie responded that study leave is granted only if mandatory training is up to date. It is not impacted by appraisal and job plans and sometimes study leave is essential to mandatory training.

The Committee noted the job planning update and requested a further update is provided at the September meeting.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 160719/05 | Job Planning update to be provided to the September meeting | GA/AMacF\* | New |

7.3 **PCC Terms of Reference 2019/20**

Gareth Adkins highlighted the reviewed Terms of Reference for the Committee and invited comments.

It was agreed that lay representatives refers to staff side representation should be listed under the membership section. It was agreed that public partners would not attend this governance committee.

Jane Christie-Flight explained the difficulties currently being experienced regarding trade union representatives being able to attend meetings due to work load demands.

Susan Douglas-Scott requested that the job title and not the name of the person should be detailed.

Change the frequency of the meeting to 6 times per year within the Conduct of Business section.

Gareth Adkins agreed to update the first paragraph to include alignment to the corporate governance blue print and circulate this for virtual approval by the Committee who approved the terms of reference, subject to the changes noted.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 160719/06 | Incorporate changes to TOR as noted and circulate to the committee for virtual approval. | GA | New |

7.4 **PCC Work Plan 2019/20**

Gareth Adkins referred the Committee to the work plan and stated that the integrated performance report (IPR) will be included. The staff governance report will then only include information not included in the IPR. Feedback on the corporate governance blue print will also be included along with deadlines.

Mark MacGregor asked if the quarterly reports should move to 4 monthly to better fit with annual work plans. Gareth Adkins agreed to change the staff governance reports to 4 monthly and will consider whether the same can be done with other items. Jann Gardner agreed to discuss reporting frequency with the Board.

The Committee approved the work plan subject to the changes noted and Gareth Adkins agreed to circulate the final version once amendments are incorporated.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 160719/07 | Incorporate changes to work plan and circulate final version to the Committee | GA | New |
| 160719/08 | Speak with the Board regarding changing quarterly reports to 4 monthly to better fit with new meeting schedules. | JG | New |

7.5 **Communication Update**

Christine McGuinness joined the meeting (2.50pm) to provide an overview of the communication update report for April 2018 to March 2019 and invited questions from the Committee.

Marcella Boyle observed that the report shows a high external communication focus and asked why this was the case. Christine McGuinness responded that the team are currently reviewing key performance indicators (KPI) for internal work and different ways to communicate internally.

Marcella Boyle asked how the new charity website was progressing and if there was any data on the impact of the new foundation website. Christine McGuinness stated that work on the charity website is ongoing along with a refresh to the hospital site. It is hoped to analyse the response to the foundation website when the Comms team is back to its full complement of staff.

Jann Gardner stated that more internal communication has taken place than perhaps has been reported including walkrounds, chats with staff sessions and surveys. Jann Gardner added that a work plan would be useful.

Jane Christie-Flight reminded the Committee that they have a duty to ensure the organisation is delivering on “well informed” and that this can be evidenced. Christine McGuinness responded that this information is recorded and agreed to update the report and provide a work plan and showcase of the team’s work to the September meeting.

The Committee noted the Communications update for April 2018 to March 2019 and thanked Christine McGuinness for her attendance. Christine McGuinness left the meeting (3.05pm).

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| **Action No.** | **Action** | **Action by** | **Status** |
| 160719/09 | Provide an updated annual report, work plan and showcase of Comms work to the September meeting | GA/CMcG\* | New |

**8. AOCB**

No items raised.

**9. Review of the Meeting**

Kay Harriman invited the Committee to highlight any comments or reflections of the meeting.

Marcella Boyle observed that acknowledgement wasn’t given to Andy Gillies for the work he had done on lay representation and reassurance that his time hadn’t been wasted. Gareth Adkins agreed to relay this to Andy Gillies.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 160719/10 | Thank Andy Gillies for his work on lay representatives and reassure that this work has been worthwhile. | GA | New |

The next meeting is scheduled for Wednesday 4th September at 1pm.

\*Action is allocated against an Exec Lead as this person is not a member of the Committee.