Approved Minutes

**Person Centred Committee**

4th September 2019, 1.00 – 3.30pm, Level 5 Boardroom.

**Members**

Kay Harriman Non Executive Director (Chair)

Marcella Boyle Non Executive Director

Mark MacGregor Non Executive Director

Stephen McAllister Non Executive Director

**In Attendance**

Anne Marie Cavanagh Director of Nursing

Claire Fenwick Surgical Services Manager

Gareth Adkins Director of Quality, Innovation & People

Laura Liddle Associate HR Director

Liane McGrath Head of Corporate Governance & Board Secretary

Lynn Heatley Risk Manager

Sandie Scott Head of Corporate Affairs

Susan Douglas-Scott Chair

**Minutes**

Christine Nelson Executive PA

**Apologies**

Jane Christie-Flight Non Executive Director (Employee Director)

Jann Gardner Chief Executive

**Standing Declarations of Interest**

None Declared

1. **Chair’s Introductory Remarks**
   1. Kay Harriman welcomed everyone to the meeting and introduced Liane McGrath, Head of Corporate Governance and Board Secretary.
2. **Apologies**
   1. Apologies were noted as above and no conflicts of interest were declared.
3. **Updates from last meeting held on 16th July 2019**
   1. **Minutes of last meeting**

The minute of the meeting held on 16th July 2019 was approved.

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

**4. Matters Arising**

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

**5. Safe**

5.1 **Complaints Scrutiny: Thoracic**

Lynn Heatley and Claire Fenwick joined the meeting at 1.25pm.

Claire Fenwick introduced herself and gave a presentation on the complaints scrutiny for Thoracic surgery. Any complaints are used as feedback and for service improvement. Claire Fenwick gave an overview of the process for dealing with complaints. Typical themes are clinical treatment, communication and staff attitude.

Kay Harriman asked how we can overcome people’s expectation of treatment and its outcome. Claire Fenwick responded that this is often down to careful communication prior to the treatment ensuring the patient has a good understanding of the treatment and risks.

Gareth Adkins highlighted to the Committee that this work ties in with the realistic medicine agenda and that as the numbers of complaints are so low, it is difficult to extract specific information.

Claire Fenwick stated that the complaint which was referred to Scottish Public Services Ombudsman was not upheld. Sometimes the complainant refuses to engage when contact is made but the organisation still takes the learning on board. Clinical governance attend weekly management meetings to discuss complaints and agree learning.

The Committee agreed Claire Fenwick’s presentation provided reassurance. Mark MacGregor asked if patients are actively surveyed on discharge. Claire Fenwick responded that this was done in the past and was found to be beneficial. It is planned to sample this process again as part of the Thoracic Strategy.

Gareth Adkins informed the group of his interest in experience based co-design. He would like to take this approach once there is more Quality and Innovation capacity.

5.2 **Complaints Feedback Report**

Lynn Heatley explained that there has been a dramatic increase in feedback recently. This is thought to be due to a new feedback form, feedback being actively sought, social media and the use of care opinion. Some response deadlines have been missed but a plan is in place to address this.

Lynn Heatley highlighted that complaints against activity has been included on page 2 as previously requested by the Committee.

Stephen McAllister asked if deadlines were being missed due to the complexity of complaints. Lynn Heatley agreed and added that it is felt more important to delay a response to ensure the response is correct.

Anne Marie Cavanagh stated that phase 2 complaints are more complex by nature. Data is also being collected on any complainants who report being unhappy with the response.

Lynn Heatley stated that there has been no increase in reporting to Scottish Public Services Ombudsman (SPSO). Marcella Boyle asked if the duty of candour has been impacted. Lynn Heatley agreed to provide the numbers for this for the next meeting.

Marcella Boyle asked about the level of compliments. Lynn Heatley responded that only a small amount of compliments is recorded. Managers are encouraged to record these on Datix.

Susan Douglas-Scott asked about the learning from upheld complaints. Lynn Heatley agreed to report back with details of specific learning and actions taken from upheld complaints.

Mark MacGregor highlighted the data within the top and bottom graphs within figure 1 on page 2 appear identical. Lynn Heatley responded that the title for the top graph should not include stage 1 and 2 and will feed this back to Laura Langan, Head of Clinical Governance.

Lynn Heatley agreed to email Christine Nelson, for further circulation to the Committee, further information on complaint 1001 as requested at the July PCC meeting as the Committee were concerned by the wording “cruel” used by the complainant.

Kay Harriman thanked Lynn Heatley and Claire Fenwick for their reports and they left the meeting.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 040919/01 | Provide detail on whether duty of candour has been impacted by increase in complaints | GA/LH\* |  |
| 040919/02 | Provide details of specific learning and actions taken from upheld complaints. | GA/LH\* |  |
| 040919/03 | Email the Committee, via CN, further information on complaint 1001 as the Committee were concerned by the wording “cruel” used by the complainant. | GA/LH/CN\* |  |

5.3 **Integrated Performance Report (Staff Governance)**

Gareth Adkins explained the background of the Integrated Performance Report (IPR) and directed the Committee to the staff governance data summary on page 8 and the executive summary beginning on page 13.

Gareth Adkins highlighted the ongoing challenges around sickness absence rates. Further analysis has revealed that levels do vary but a focus on these will impact on the overall rate.

Gareth Adkins stated the appraisal completion rate increased by 1% but further improvement is still required. A better understanding of any barriers to completion of appraisals is needed. An update will be provided to the Committee at the November meeting.

Further improvement is still required on job planning. Processes are in place to rectify the issues.

Stephen McAllister asked if any link to shift patterns or ageing workforce had been identified in relation to sickness absence. Gareth Adkins responded that initially they are identifying which departments have the highest absence rate with an aim to focus on improvement in these areas, perhaps through workshops. The Committee discussed the possibility of shift length or patterns impacting on attendance.

Marcella Boyle asked why staff turnover and retention was not included in the IPR as standard. The Committee discussed and Gareth Adkins agreed to propose this is included at the earliest opportunity, potentially when the KPIs were reviewed for the next year?

Mark MacGregor queried whether the complaints section, currently included under clinical governance within the IPR is in the wrong place. Gareth Adkins asked if a separate complaints report is still required for PCC. The Committee agreed to test using the IPR report for the next cycle.

The Committee noted the IPR report and acknowledged they liked it.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 040919/04 | Bring an appraisals update to the November meeting | GA |  |
| 040919/05 | Propose staff turnover and retention are included in the IPR | GA | Complete |
| 040919/06 | Complaints update to be taken from IPR report at next meeting | GA/ LLa | Complete |

5.4 **Staff Governance**

Workforce Plan

Gareth Adkins explained that the team have analysed data and presented the key points along with some intelligence. The key elements will be taken forward into the workforce plan. The Staff Governance Sub Group will discuss whether to do a survey on updating data on protected characteristics to help improve the quality of the data held.

In response to the audit recommendations, phase 1 is now mostly locked down with the exact numbers for phase 2 still changing. The workforce plan will continue to evolve as the numbers change.

Stephen McAllister asked if the location of the 5 proposed apprentices could be included in the report. Laura Liddle agreed to add this. Gareth Adkins added that the expansion programme board are meeting with West Dunbartonshire Council to identify posts on employability and which opportunities exist, which has been very useful. The programme board will develop a plan once all options are researched. Gareth Adkins agreed to bring this report to the Committee when it is available.

Stephen McAllister highlighted page 18, safe staffing legislation baseline measure and asked what happens if the required level is breached. Anne Marie Cavanagh explained the measures taken using workforce tools and professional judgement. There are also escalation processes in place with a more risk assessment approach being considered.

The Board will be asked to approve the workforce plan in September prior to it being published.

The Committee approved the workforce plan.

Workforce Monitoring Report

Kay Harriman stated the report was very well presented and commended the team on the content.

Mark MacGregor highlighted the vacancies by job family on page 10 and asked what is being done to address the high number of vacancies in some disciplines. Laura Liddle stated that these figures are the number of vacancies filled, not the total number of vacancies and agreed to reconsider how this data is presented prior to the report being presented to Board.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 040919/07 | Add potential areas of 5 apprentices to the workforce plan. | LLi |  |
| 040919/08 | Consider how vacancies data is presented within the workforce monitoring report, page 10 prior to Board approval. | GA/LLi |  |

**6. Person Centred**

6.1 **Partnership Forum Report**

Gareth Adkins referred the Committee to the report in Jane Christie-Flight’s absence and added there had been discussion around the Board Strategy at the last Partnership Forum meeting to agree the direction of travel. No major concerns were highlighted by the Forum.

The Forum discussed the catering price increases and a 2 stage process was agreed. Use of disposable items and recycling was also discussed. Mark MacGregor asked why the prices were being brought in line with other boards. Anne Marie Cavanagh responded that the increases were more to ensure costs are being covered which currently is not the case. Any increases are in line with the national catering strategy guidelines and have only been allocated to certain items. The catering review group will monitor the outcome of the price increases.

The Forum approved the closure of the Staff Governance Action Plan for 2018/19 and supported the plan for 2019/20.

The Committee approved the Partnership Forum Report.

6.2 **Volunteers Strategy & Action Plan**

Marcella Boyle referred the Committee to the Volunteers Strategy. The volunteers have agreed to have an annual action plan event. As outlined in the report circulated, at the last event the volunteers identified priorities and acknowledged successes. Marcella Boyle thanked the executive directors for their support at this event.

Gareth Adkins outlined the work being undertaken on the structures under PCC. The Workforce Planning and Education Steering group have merged with the Staff Governance Policy Sub Group to form the Staff Governance Sub group. This will report into PCC along with the Involving People Group. Work plans have been produced for both these groups which mirrors the PCC work plan. The Volunteers’ Forum will provide updates to the Involving People Group.

The Committee noted the Volunteers Strategy and event summary report.

6.3 **PCC Terms of Reference 2019/2020**

Gareth Adkins informed the group that the changes suggested have been incorporated.

The Committee approved the Terms of Reference for 2019/20.

6.4 **PCC Work Plan 2019/2020**

Gareth Adkins asked the Committee to approve the work plan and highlighted that a review of corporate governance has been included, along with changes to reflect the new meetings schedule.

The Committee approved the amended PCC work plan for 2019/20

**7**. **Effective**

7.1 **Clinical Education Annual Report**

Anne Marie Cavanagh explained the report reflects the activities and work by the team over the financial year 2018/19 which includes ongoing professional development of registrants and health care support workers. Anne Marie Cavanagh explained that all staff within clinical specialities have clinical educators assigned to them.

Stephen McAllister complimented the team on the report, stating it was well presented.

The Committee had no further questions and approved the clinical education annual report for 2018/19.

7.2 **Job Planning Update**

Gareth Adkins presented the update on job planning on behalf of Alistair Macfie. The number of signed off job plans is still low. An escalation process is being followed.

Kay Harriman queried the reasons for some job plans being appealed and why so many are awaiting the first sign off. Laura Liddle responded that only one person has appealed and a hearing has been held. One staff member is in the mediation process. Laura Liddle advised that 2 people can edit the job plans, including operational leads. There has been lots of activity in the last few weeks with one lead meeting with Alistair Macfie to sign off all outstanding job plans. Gareth Adkins gave assurance that progress is being made.

Susan Douglas-Scott asked what progress has been made in relation to the high number of PA’s in some job plans. Gareth Adkins stated that an analysis has been done and options are being looked at. Susan Douglas Scott asked for a timescale on this work and Gareth Adkins responded that the first step is to identify the options then look at the risks, before a solution can be agreed.

The Committee noted the job planning update.

7.3 **Communication Annual Report, Work Plan and Showcase of Comms Work**

Sandie Scott joined the meeting and informed the Committee that detail has been added to the work plan on internal communications and trends on media coverage versus press releases. All press releases will be sent to the full communications database which will achieve more coverage.

BBC UK covered an article on a heart surgery patient who participated in the Iron Man Challenge.

More emphasis is being given to face to face staff engagement events. An app is being considered as not all staff have Staffnet access.

The Communications team have been nominated for NHS Comms Team of the Year. Results will be announced on 26th September.

Kay Harriman thanked Sandie Scott for adding the extra points, which is very useful.

The Communication report was noted by the Committee.

Sandie Scott thanked Kay Harriman and Mark Macgregor for their support during their term as Non Executive Directors.

7.4 **Review of Sickness Absence, Appraisal and iMatter**

Gareth Adkins stated that he had looked at the data and gave assurance to the Committee that a report could be written from the sickness absence and appraisal data but it is more difficult to incorporate the iMatter data due to the system structure. Gareth Adkins will discuss what to include in the report with the Senior Management Team (SMT) and Partnership Forum (PF) then draw up an action plan and bring this to the November PCC meeting.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 040919/09 | Bring an action plan on staff governance data to the November meeting | GA |  |

**8. AOCB**

Anne Marie Cavanagh highlighted that it is organ donation week and a campaign is planned to highlight the change in legislation regarding opting out of organ donation. This will remind people to have discussions with their family around their choice.

The recent Schwartz round focussed on organ donation with the transplant team giving experience of organ donation cases and gave an opportunity for staff to discuss this openly.

The seasonal flu vaccinations campaign will be presented to SMT in September. The vaccine will be available from mid-September. The target for staff is 60%. Last year only approximately 45% had the vaccine.

Laura Liddle encouraged the Committee to complete the See Me questionnaire. Christine Nelson agreed to circulate the link to the Committee.

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| **Action No.** | **Action** | **Action by** | **Status** |
| 040919/10 | Circulate See Me Questionnaire link to the Committee. | LL/CN | complete |

**9. Review of the Meeting**

Kay Harriman invited the Committee to highlight any comments or reflections of the meeting adding that it had been a pleasure to be a Non Executive Director with the organisation and handed over the position of Chair of the PCC to Stephen McAllister.

**The next meeting is scheduled for Thursday 7th November at 1pm.**

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