

Shetland NHS Board

Minutes of the Shetland NHS Board Meeting held in public at 10:30am on Friday 25 June 2021 via Microsoft Teams

Present

Mr Gary Robinson	Chair
Mr Malcolm Bell	Non-Executive Board Member [till 12:00]
Mr Colin Campbell	Non-Executive Board Member
Mrs Kathleen Carolan	Director of Nursing & Acute Services
Mr Lincoln Carroll	Non-Executive Board Member
Mrs Natasha Cornick	Non-Executive Board Member [till 12:30]
Mr Michael Dickson	Chief Executive
Mrs Lorraine Hall	Director of Human Resources & Support Services
Mrs Jane Haswell	Non-Executive Board Member
Dr Susan Laidlaw	Interim Director of Public Health
Miss Shona Manson	Non-Executive Board Member
Mr Colin Marsland	Director of Finance
Mrs Amanda McDermott	Chair of Area Clinical Forum
Mr Ian Sandilands	Employee Director

In Attendance

Mr Lawson Bisset	Head of Estates, Facilities & Medical Physics (item 21/22/39)
Mr Brian Chittick	Director of Community Health & Social Care
Mrs Carolyn Hand	Corporate Services Manager/Feedback and Complaints Officer
Ms Elizabeth Robinson	Public Health and Planning Principal
Mrs Pauline Moncrieff	Board Business Administrator (Minutes)
Ms Lynne Sinclair	Programme Manager (item 21/22/42)
Ms Claire Ferguson	Climate Strategy Team Leader, SIC (item 21/22/39)
Ms Kate Dapré	Head of Energy & Sustainability, NHS National Services Scotland (item 21/22/39)

2021/22/32 Chairman's Announcements

Mr Robinson welcomed Dr Susan Laidlaw to her first board meeting since becoming Interim Director of Public Health. Susan and her team were commended for their efforts in responding to the pandemic and for taking rapid and decisive action when positive Covid cases occur in Shetland. Public Health staff are also playing a significant part in the board's vaccination roll out.

This week 96.8% of the Shetland population aged 40 and over had received their first vaccine dose, and 90.2% their second, meaning the majority of the most vulnerable people in the community are protected. The team hope to have delivered two doses of vaccine to as many adults as possible by the end

of July. This is dependent upon being able to contact people to offer appointments so the public are urged to look out for an unknown number.

It is known that several hundred people, especially in the younger age groups, who apparently live in Shetland, have not yet responded to any communications about vaccination. People who wish the vaccination and have not been contacted are asked to phone the vaccination appointments number on 01595 743319 to arrange. It would also be helpful to know if people do not wish to receive the vaccination so staff can stop trying to contact them.

The board also extended thanks to the wider staff groups involved in the vaccination roll out, including community nursing, administrators etc. This includes partner organisations and the volunteers who have helped make the vaccination programme so successful to date.

Mr Robinson thanked all the staff who had so far taken the NHS Scotland 'Pride Pledge' and supported LGBT+ month in Shetland.

2021/22/33 Apologies for Absence

Apologies for absence were received from Dr Kirsty Brightwell.

2021/22/34 Declarations of Interest

There were no interests declared.

2021/22/35 Minutes of the Public Board Meeting on 27th April 2021

The draft minutes were approved with no amendments.

2021/22/36 Board Action Tracker

- 2021/22/07 Patient Safety and Leadership Walkrounds

Mr Chittick reported that this had been discussed at the Joint Governance Group and it was agreed that this process would be reconfigured and that 3 pilot areas would be identified to take this forward. The plan was to recommence face-to-face Patient Safety and Leadership Walkrounds involving Non Exec board members and staff from other areas in order to do some joint learning across services.

2021/22/37 Matters Arising

There were no further matters arising from the previous minutes or action tracker.

2021/22/38 Feedback and Complaints Reporting Quarters 3 and 4

(Board Paper 2021/22/18)

Mrs Hand said the report was being presented to the board slightly later than it was expected in April. The key points for members to note were:

- Response times for more complex stage 2 complaints remains a challenge but is now returning to pre-pandemic performance. The reason for this is where a complaint spans more than one organisation (either another health board or the SIC), it can be more complicated to collate all the information. Whilst it is important to respond to complainants as quickly as possible, the priority is to provide complete and robust responses.
- The Feedback and Complaints Annual Report 2020/21 would have been presented in June but the board had been given dispensation for the report to be presented to the August board meeting.

Discussion

Members were encouraged to see that the board had received more compliments in quarter 4 compared to quarter 3 and noted that many comments had been regarding the vaccination programme.

The Board noted the report and were satisfied that appropriate actions are being taken regarding the feedback this has been received.

2021/22/39 Capital Programme Progress Report 2021/21 update

(Board Paper 2021/22/19)

Mr Lawson Bisset presented the paper which provides members with the quarterly update on the 2021/22 Capital Programme, the North Region Regional Asset Management Plan (RAMP) and a presentation on the NHS Shetland Net Zero Route Map.

- Good progress is being made through the 2021/22 Capital Programme. Members are welcome to contact Mr Bisset outside the meeting if they wish to discuss any project in more detail.
- The RAMP is produced collaboratively by the six north NHS boards (Highland, Tayside, Grampian, Shetland, Orkney and Western Isles) with each also producing its own report (appendix Aii for NHS Shetland). This report is an extension of the pro forma returns submitted to SGov on an annual basis which then inform the national ‘State of the Estate report’.
- The RAMP is integral to the work of acute services around the Strategic Assessment for the Gilbert Bain Hospital and also the Clinical Strategy.

10:50 Mr Bisset introduced Kate Dapré, Head of Energy & Sustainability, NHS National Services Scotland to give a presentation to the board entitled “Towards a Net-Zero NHS Scotland: Challenges for NHS Shetland”.

The first part of the presentation set the scene of why this is important within the NHS, the second part summarised the outcomes of the Net Zero Route Map and the challenges which remain. The slides will be available to members after the meeting.

On behalf of the board, Mr Bisset thanked Ms Dapré for the comprehensive presentation and also for the support to NHS Shetland over the last 9 years and wished her good luck in the future as she leaves NSS.

The Board noted the Capital Programme Progress Report 2020/21, **and approved** the Regional Asset Management Plan and the NHS Shetland Net Zero Route Map.

2021/22/40 Performance Monitoring Report 2020/21

(Board Paper 2021/22/20)

Elizabeth Robinson presented the 4th quarter report for 2020/21 and explained that the annual performance report would be presented to the Board in August when the remaining outturn reports are available.

The main points within the report highlighted to members were:

- It had been possible to maintain performance targets on green in many areas which is very positive;
- There are a few areas where a backlog exists and work is underway to address these, for example obstetric ultrasound scans where there has been a shortage of staff nationally;
- Areas of concern include the 18 weeks referral to treatment target for psychological therapies, but the improvement plan is now well under way and the waiting list is beginning to reduce.
- CAMHs saw a huge increase in urgent referrals in 2020/21, but additional staffing has been put in place and the waiting times are now well within the 18 week timeframe;
- Although smoking cessation rates are not currently on trajectory, Shetland has the lowest smoking rate in Scotland at 13.1%. This is still outwith our target which was 10% at this point but still in the right direction.
- Shetland has a very low rate of pregnant women who are smoking at the time of their 12 week scan and it was hoped to reduce this further.
- The physiotherapy service has seen increased waiting times recently mainly due to covid. There is a programme underway to encourage self-management in the first instance and thus manage the backlog being seen at the moment.

Discussion

Mrs Haswell said that NHS Shetland has the highest uptake of bowel, cervical and breast cancer screening in Scotland and this should be applauded. It showed the appetite for preventive interventions by the Shetland population.

In response to a comment from Mr Bell regarding robust messaging around encouraging the public to attend for appointments or accessing appropriate services at the right time, Mrs Hand said she would be working with all the general practices around management of their social media posts.

Mr Sandilands said the board should thank the large number of people in Shetland who do attend all types of appointments, but also remind them that if they will not be attending for any reason, can they please call to make staff aware so the appointment can be rebooked.

The Board noted the Performance Report Quarter 4 of 2020/21.

2021/22/41 Draft Clinical and Care Strategy (Board Paper 2021/22/21)

Mrs Carolan presented the paper and explained how development of the strategy had been overseen by a programme board but had been a huge collective effort by colleagues in health and social care, third sector partners and members of the public.

Some of the key points highlighted to members included:

- 215 responded to the engagement survey and focus groups organised by young people to allow them to provide their own views;
- Over 200 people attended workshops from across the NHS and other partner organisations and also members of the public;
- 9 focus groups were held with 23 participants who provided detailed responses as part of some semi structured interviews;
- There were 15 presentations from clinical leads and heads of service who described the future shape of their services via the Clinical Pathways Group;
- Comments included those from APF, ACF and ZetTrans who raised the issue of the link between transport, poverty and health inequalities;
- The emerging priorities are a continuation of the existing strategic aims to work more closely with communities, developing services with people towards a community lead support approach;
- Placing more emphasis and investment on preventative approaches including early intervention and the health care gains and outcomes as a result.
- Continue to prioritise joined up working, reducing duplication and the need for care co-ordination to streamline navigation through the system of health and care.
- Use digital solutions where appropriate to bring care closer to home and to improve access using learning from developing the strategy during the pandemic. This is also an opportunity for the board to reduce its

environmental impact;

- Developing new roles and models of training to support the generalist workforce, for example 'GP Joy' and rotational post holders across medicine and other professions.

The next steps are to build the priorities into the joint strategic plans for the board and IJB using the vision set out for the strategy to inform the Strategic Assessment and the case for change for the replacement for the GBH.

Discussion

Members discussed the draft strategy and agreed it was a very comprehensive, inclusive, person-centered and ambitious report and support was given to the priorities set out within it. It was acknowledged that conducting a consultation during a pandemic had been a challenge and the extent of the engagement achieved was a credit to all involved.

Dr Laidlaw said the challenge was how the strategy translates to the Remobilisation Plan and what can be done differently now. Mrs Carolan said the strategy was a continuation of current innovative partnership working in Shetland and some work is already being done around early intervention. In terms of the pandemic and the next 12 months, the focus is still on recovery and the learning provides early opportunities to reduce barriers. The strategy strives to promote the concept of 'no wrong door' and people having permission to problem solve themselves rather than coming through a hierarchical structure.

Mrs Haswell thanked all the members of the Programme Board for their willingness to join the group from the start including Health Improvement Scotland, third sector and lay members.

The Board approved the Clinical and Care Strategy.

2021/22/41 Covid 19 Remobilisation Plan (version 3)

(Board Paper 2021/22/22)

Ms Robinson presented the paper explaining this version was an extension of those previous plans and this year has replaced the production of the Annual Operational Plan for NHS Shetland.

The plan covers the priority areas that the SGov have asked the board to focus on so the main topics are:

- continuing to deliver essential services and the redesign of urgent care;
- the role of primary and community based care;
- a strong focus on the whole system approach to mental health and wellbeing with a particular emphasis on staff wellbeing

- financial input into the health protection element of public health eg. Maintaining the Test and Protect service which is anticipated to be place for the next year.

Members were assured that the board was well on the way to delivering the aims of the plan and the approval letter from SGov received in April had contained positive feedback. It is expected an update of the plan will be required around August/September.

Discussion

Mr Marsland reported that SGov require a financial report on the plan at the end of Q3 and regular monitoring will take place on a quarterly basis instead of a monthly basis as it did last year.

In response to a comment from Miss Manson regarding the importance of staff wellbeing and the support available to staff, Mr Robinson encouraged all NHS Shetland employees to take appropriate breaks and holidays.

The Board approved the Covid 19 Remobilisation Plan (v3)

2021/22/42 A Developing Portfolio for the Programme Management Office (Board Paper 2021/22/10)

Ms Lynne Sinclair presented the paper and expressed her appreciation for the feedback following her presentation at the Board Information Session.

The paper updated members on the following key areas:

- Continuing to enable individuals to have conversations and ensure that staff are listened to identify areas of project work or change methodology;
- Almost 200 people have been spoken with which enabled the PMO to listen, understand and empower staff take the make changes as individuals;
- Working with large teams to have wraparound service discussions to hear their opinions and challenges for the next year as well as proving support;
- In terms of transformation, the PMO has been working within primary care and now taken that a step further to look at localities, community wide engagement and early prevention which aligns with the Clinical and Care Strategy;
- Exploring how patient centered focus can be improved with the House of Care model;
- Recognising what staff have been through during the pandemic and the intention is to draft some 6 month priorities in order to give some pace and to consider what some 3 year priorities;

- One of the challenges in order to drive change and improvement is capacity within the workforce. Staff say they have the willingness, hope and desire but may not have the capacity.

Discussion

Miss Manson said she welcomed the report and the themes of changing the culture, staff wellbeing and empowering staff at all levels to have conversations, echoed those advocated in her Whistleblowing role.

The Board noted the developing portfolio for the Programme Management Office.

2021/22/43 Corporate Governance Handbook updates and Clinical Governance Committee Terms of Reference (Board Paper 2021/22/24)

Mrs Hand presented the paper which asks the board to approve the disestablishment of the Clinical, Care and Professional Governance Committee and revert back to a Clinical Governance Committee.

Discussion

Mrs Haswell highlighted there were still a few references to the 'Chairman' which should be changed to gender neutral wording. **ACTION: Mrs Hand**

Mr Robinson recommended that the creation of a Finance and Performance Committee should be formally progressed. This would separate out the functions of the Audit Committee into looking at the outputs of the work of the board and the Finance and Performance Committee would looking at inputs. Mr Marsland said he had been delegated the responsibility of taking this forward in the next year. **ACTION: Mr Marsland**

The Board agreed:

- The disestablishment of the Clinical, Care and Professional Governance Committee.
- The establishment of a Clinical Governance Committee.
- The changes to the Corporate Governance Handbook to reflect this.
- The Terms of Reference for the Clinical Governance Committee.
- An edit to the Corporate Governance Handbook to specify it is the *voting* NHS members of the IJB that the Board must appoint, as opposed to all NHS membership.

The Board noted that the Terms of Reference will be reviewed by the newly established Clinical Governance Committee and any changes will be brought back to the Board for approval.

2021/22/44 Staff Governance Committee Membership Revision

(Board Paper 2021/22/25)

Mrs Hand presented the paper which asks the board to appoint the Whistleblowing Champion onto Staff Governance Committee. This role could be on any committee but aligns with this committee in the sense of culture improving, making sure WB is embedded in the organisation so the feeling is nationally and locally that SGov is the best fit.

GR said you're right, the discussion nationally around this has gone from one extreme to the other but it has settled on SGov being the appropriate place and I think most other boards have already but arrangements in place for their WB Champion to be on SGov committee so happy to move approval of the paper.

The Board approved the appointment of the Board's Non-Executive Director Whistleblowing Champion to the Staff Governance Committee **and recommended** to Staff Governance Committee that whistleblowing is added as a standing agenda item.

2021/22/45 Approved Committee Minutes for noting

The committee minutes were noted.

2021/22/46 The next meeting of Shetland NHS Board will take place on **Tuesday 17th August 2021** at 9.30am via Microsoft Teams.

The public meeting concluded at 12:15pm.