

Shetland NHS Board

Minutes of the Shetland NHS Board Meeting held (in Public) at 9:30am on Tuesday 26 April 2022 via Microsoft Teams

Present

Mr Gary Robinson	Chair
Mr Malcolm Bell	Non-Executive Board Member
Dr Kirsty Brightwell	Medical Director
Mr Colin Campbell	Non-Executive Board Member
Mrs Kathleen Carolan	Director of Nursing & Acute Services
Mr Lincoln Carroll	Non-Executive Board Member
Mr Michael Dickson	Chief Executive
Dr Susan Laidlaw	Director of Public Health
Mrs Lorraine Hall	Director of Human Resources & Support Services
Mrs Jane Haswell	Non-Executive Board Member <i>[from 09:55]</i>
Mrs Kathy Hubbard	Non-Executive Board Member
Mr Colin Marsland	Director of Finance
Mr Ian Sandilands	Employee Director

In Attendance

Mr Brian Chittick	Director of Community Health & Social Care
Mrs Emma Garside	Clinical Governance and Risk Lead
Mr Lawrence Green	Health and Safety Lead
Mrs Carolyn Hand	Corporate Services Manager/Feedback and Complaints Officer
Mr Bruce McCulloch	Service Improvement Lead
Mrs Pauline Moncrieff	Board Business Administrator (Minutes)
Ms Elizabeth Robinson	Public Health and Planning Principal

2022/23/01 Chairman's Announcements

1. Mr Robinson formally recorded NHS Shetland's gratitude to Mr Bell who was attending his last Board Meeting as a member for the last 12 years. Malcolm is the longest serving Non-Executive Director for NHS Shetland having joined in May 2010 and following a four year term re-appointment, became the stakeholder representative for Shetland Islands Council in more recent years.

Also attending their last Board Meeting was Ian Sandilands who is stepping down from his Employee Director role in June. Bruce McCulloch has been nominated by Staffside to replace Ian as Employee Director from 6th June and this has now been formally confirmed by Public Appointments.

The Board thanked Malcolm and Ian for their time, effort and hard work for the Board and wished them both every happiness with their future endeavours.

2. Mr Dickson and executive colleagues attended a Public Protection Development day recently and Mr Robinson formally re-committed NHS Shetland to 'tending the light' in support of caring for individuals and in fulfilling the organisation's role as the best corporate parents possible.

2022/23/02 Apologies for Absence

Apologies were received from Natasha Cornick and Amanda McDermott.

2022/23/03 Declarations of Interest

There were no interests declared.

2022/23/04 Minutes of the Public Board Meeting on 15 February 2022

The draft minutes were approved with no amendments.

2022/23/05 Minutes of the Private Board Meeting held on 15 February 2022

The draft minutes were approved with no amendments.

2022/23/06 Board Action Tracker

- Sharing information on Remuneration Committee training with board members
Mrs Hall reported that attempts continued with SGov in order to co-ordinate the date for a training session with the schedule of Board Development Sessions.
- Mr Dickson reported that there was a Board Development Session scheduled for 31 May and following the last informal meeting with Non-Executive Board Members, it was agreed to shift the focus of discussion to exploring opportunities for joint working.

The Action Tracker was noted.

2022/23/07 Matters Arising

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

2022/23/08 Quality Report – Update on Progress (Board Paper 2022/23/01)

Mrs Carolan presented the progress report and highlighted the key points in the report for members' attention that have progressed since February:

- The review of the Shetland Children's Partnership has been concluded and one outcome is a shift and focus around participation with young people and ways in which they want to get involved in the decision making processes of the partnership board. One concept being developed within the partnership is a shadow board for young people to support the work of the Shetland Planning Partnership of which the Children's Partnership is part.
- Winter had been very challenging due to the omicron variant and particularly many staff having to self-isolate as a result of the virus. Staff in NHS Shetland and partners were commended for providing a 'business as usual' level of service throughout winter.
- An enhanced elective care programme had been provided and the report details on the numbers of patients that received treatment through the programme. There will be a larger review and evaluation of that work coming to the board in June.
- SGov have confirmed that the board will receive funding to move to the next phase of developing a business case for the replacement of the Gilbert Bain Hospital. Work has begun to look at taking forward an options appraisal (an Initial Agreement).
- A national plan for women's health was published in summer 2021 and work had begun looking at the implications for Shetland. One of the things that is really central to the national planning is looking at research and closing the gap around women's health.

Discussion

Mr Carroll welcomed the introduction of shadow board for young people but Mrs Carolan reminded members that this would require a level of resource in order to support this important decision making function in Shetland.

Mr Robinson suggested it might be worth consulting with members of the Scottish Youth Parliament in the first instance to ascertain the best way to engage in the first instance.

[09:45 Patient Experience presentation by Gemma Graham on living with endometriosis and raising the profile of women's health]

Board Members praised Gemma for her eloquent and courageous presentation of her experiences and also for everything she had done to help other women with their diagnosis, assessment and living with endometriosis.

Mrs Carolan described the pathways offered locally and how these had been developed from the previous fragmented visiting service to the introduction of a local service in 2018. There is much more of a spotlight nationally on women's health and the Women's Health Plan will help to create better services. NHS Inform is preparing to be able to provide a better service around information and teams across Shetland look forward to working with Gemma to raise profile of women's health locally.

In response to a question from Mr Sandilands regarding changes in attitude to women's health, Gemma said social media was a very successful platform being utilised by organisations and charities as a way to reach younger people. TV campaigns have also helped raise the profile and many people had contacted Gemma as a result of seeing these.

Mr Carroll said it was important that information was shared in schools so ensure that young people can get the support they need. Gemma agreed and stressed the importance of teaching boys about women's health so that in the future they can support sisters, mothers and partners.

Mr Robinson offered thanks to Gemma on behalf of NHS Shetland for all her efforts and pledged the board's support to help with the awareness raising campaign.

It was suggested that the Women's Health Plan should be topic for discussion at a future Board Development Session to look at actions, engagement, inequalities work etc.

ACTION: Mrs Moncrieff to liaise with the Chief Midwife to agree the date.

The Board noted the Quality Report.

2022/23/09 Healthcare Associated Infection Report (Board Paper 2022/23/02)

Mrs Carolan presented the report and said it did not indicate any exceptions in terms of infection control compliance for Shetland.

Quarter 4 continued to be a very busy time for the Health Protection team and Infection Control teams supporting infection control compliance in all settings including the hospital and care homes. The team noted that there had been good compliance in all areas around the infection control audits that take place regularly and work continues on the action plan following the unannounced inspection in September.

The Board noted the Healthcare Associated Infection (HAI) report.

2022/23/10 Financial Performance Management Report Update – Month 11

(Board Paper 2022/23/03)

Mr Marsland presented the paper which had previously been circulated by email to members at the end of March. Key messages to highlight:

- The headline figure is that the board is £0.7M overspent at the end of month 11
- The year-end forecast is still to breakeven and the finance team is working on finalising that figure for submission to SGov
- The key issue remains to be locums and the board spend was £7.2M (table 2). This is not a sustainable financial model of care moving forward.

- Coming out of covid 19, new ways of working need to be built in to redesigned pathways to make them more sustainable
- Work progresses with the Financial Plan in conjunction with the Clinical Strategy to ensure the board has sustainable services for the population of Shetland.

The Board noted the Financial Performance Management Report Update.

2022/23/11 Strategic Risk Report

(Board Paper 2022/23/04)

Mrs Garside presented the report which is the second of the twice yearly updates for 2021/22. The report was reviewed by the Risk Management Group in March and then by the Audit Committee before coming to the board. Key update for members information include:

- Updates around the risk appetite level previously discussed at the Board Development Session in January.
- The highest rank table has been updated for the year.
- A review of the workforce risk is in progress and there are a number of approvals to take place. This risk has been updated in the new format.
- The mental health risk is being put forward to be de-escalated to be a directorate risk following good progress made both with improvement plans within services and also the PMO involvement in the enduring performance improvement programme.

Discussion

In response to a question from Mr Robinson regarding the risk management process now taking place through the Audit Committee, Mrs Garside assured members that it worked very well and allowed more time for scrutiny in that forum.

Mrs Haswell added that the process allowed Non Execs the opportunity to have more scrutiny at Audit Committee stage which was an improvement on the previous route to the board.

The Board noted and approved the Strategic Risk Report.

2022/23/12 Risk Management Strategy

(Board Paper 2022/23/07)

Mrs Garside presented the report and explained that strategies from other boards had been reviewed in order to find a helpful baseline and NHS Forth Valley was thought to be the best fit. The strategy is compliant with key documents such as the Scottish Public Finance Manual and the Orange Book. The board have received updates on the work to develop the draft also at the Board Development Session in January where members were given an opportunity to discuss the risk appetite. The draft strategy has been through a number of key groups as part of the consultation and feedback was very positive. Comments and updates made by internal auditors have been incorporated. The draft strategy was presented to the Audit Committee at the end of March when no further changes were suggested.

The Board approved the Risk Management Strategy.

2022/23/13 Risk Management Summary Report

(Board Paper 2022/23/05)

Mrs Garside presented the summary report for 2021/22 and advised that the final report will be presented at the Joint Audit and Committee Chairs meeting in May where it will be approved. The report confirms how risk management governance has been reinstated following the pandemic; the progress made against the risk management objectives from 2020/21; and the priorities, objectives and KPIs as reviewed with the Medical Director.

The Board noted the Risk Management Summary Report.

2022/23/14 Joint Strategic Commissioning Plan

(Board Paper 2022/23/06)

Ms Robinson presented the renewal revision of the JSCP which was developed by the Strategic Planning Group of the IJB.

One change from the previous iteration is that the Strategic Planning Group and the IJB were keen that the plan be much more agile and up-to-date. The plan is more flexible to allow it to adjust in response to developments and pressures that occur in the future and to understand from the impact of the pandemic.

This version of the JSCP is has been developed more quickly than ideally hoped but with as much engagement as possible through the IJB and partners including with the third sector and unpaid carers and the level of input had been very good. The draft JSCP was approved by IJB in March before being present to NHS Shetland today.

Discussion

Mr Robinson said it was important for the board to reflect on the increased pace of integration achieved through the pandemic and the greater depth of integration.

Mr Carroll said the NHS would be facing some real challenges in the future with implications of the National Care Service but the JSCP demonstrates how well partnership working already succeeds in Shetland. Mr Robinson said it was important to note the change of pace from SGov had altered from the initial fairly prescriptive bill for the implementation of the National Care Service to a more enabling bill with statutory instruments coming afterwards.

Mr Dickson voiced his concern that the board should be aware of the explicit strategic threats that are posed by the financial pressures that both the NHS and in local authorities will face going forward. Delivering services within a financial envelope may require changing how the organisation operates which may mean revisiting opportunities for strategic commissioning based on the amount of financial funding the board receives.

Members discussed financial sustainability and it was acknowledged that it was important to reach a true understanding of what the board's services actually cost to deliver in order to prioritise services that are achievable and best value for money.

Mrs Haswell asked if the board's data capture could be widened in order to better understand the health of the Shetland population. Mr Chittick said making it more Shetland focused was a dedicated work stream aspect of what the H&SCP was currently progressing.

Ms Robinson said that the public health team was doing a huge piece of needs assessment work over the next 6 months and the results of that would be reported to the board. This is being done in conjunction with Public Health Scotland and the organisation's own public health information analysts. It was agreed it would be useful to have a summary of the findings and timescales around the health needs assessment presented to the board for information in September.

ACTION: Ms Robinson

In response to a question from Mrs Haswell around the provision of resource for information gathering, Ms Robinson acknowledged there were challenges in primary care data systems but these are managed with the support of Public Health Scotland colleagues.

Mr Chittick said where JSC plans had previously more service focused, this iteration takes a complementary view of existing strategies, for example the board's Clinical Strategy. The plan for the H&SC Partnership and the IJB is about putting the H&SCP in the middle of

communities and communities at the heart of the H&SC Partnership. Partners will be facing challenges as a result of a more poverty focussed agenda coming out of the pandemic that will affect communities and the plan acknowledges the integrated and community health and care focus at this moment in time.

The Board approved the Joint Strategic Commissioning Plan 2022-25.

2022/23/15 Health and Safety Policy

(Board Paper 2022/23/08)

Mr Green presented the report and explained that as part of a review of policies in place in NHS Shetland the Health and Safety Policy had been identified as due for review.

The primary focus was to bring it up-to-date and make minor changes to committee names and job titles etc. Two additions to the document are the adverse event reporting flow chart and the staff safety communication flow chart which outline the clear reporting processes for RIDDOR and non RIDDOR incident and formalises the different communication streams for managers and staff. One major change was made following feedback from APF whereby the roles of the Director Nursing and Acute Services and the Director Community Health & Social Care amalgamated into one due to their similar responsibilities and then separated out the Nurse Director responsibilities and given that role its own set of responsibilities.

Mr Robinson asked if staff were encouraged to submit a RIDDOR form and the Health and Safety Executive then decide whether an incident should be reported. Mr Green explained that normally if there is any ambiguity then line managers should approach him and a decision will be made on whether it was appropriate to report through RIDDOR or not based on the circumstances of the incident and the legislation that governs that. The most important element was around some of the critical timescales eg. fractures.

One of the improvements being introduced in the next few weeks is the publication of a Health and Safety newsletter which will provide a greater emphasis on the topic for both staff and managers. One of the first aims of the newsletter is to promote the whole issue of reporting and RIDDOR reporting to raise awareness and increase understanding of the criticality of some of the reporting timescales.

Mrs Haswell suggested that the new Health and Safety Policy should be a topic for discussion at a future Board Development Session in order for members to learn more and gain assurance if its implementation across the organisation. **ACTION: Mr Green/Mrs Moncrieff**

Mr Campbell asked how assurance is drawn that all new staff engagements have completed H&S policy training as part of induction. Mr Green explained it was the responsibility of line managers to go through their induction process before signing off the form dedicated to the induction. This is something that can factored in when Mr Green conducts reviews of departmental control books, help produce their risk assessments and keep their control books up-to-date.

Mr Hall explained the induction checklist process for new employees and the information is returned to the Staff Development Department and an overview can be provided to the Health, Safety and Wellbeing Committee. On joining the organisation, all staff complete the mandatory and statutory training on Turas and which includes H&S elements so statistics on completion can be reported as part of an assurance report to the Health, Safety and Wellbeing Committee. An assurance reporting template has been devised for advisers so the committee can be assured of things which are working well and can celebrated. Areas for organisational learning can be identified and cascaded to the wider organisation in terms of communication.

The Board approved the Health and Safety Policy.

2022/23/16 Review of Committee Membership (Board Paper 2022/23/09)

Mrs Hand presented the paper and explained that there was currently a period of flux with two vacancies to be appointed to. The plan was to conduct a more holistic review of committee membership when the 2 new board members were in place (the Whistleblowing Champion and SIC representative once the results of the local election are known).

- Staff Governance Committee chair - Mr Robinson nominated Natasha Cornick who had previously expressed her interest. Seconded by Mr Campbell
- IJB voting member – Mrs Haswell nominated Kathy Hubbard.
Seconded by Mr Campbell

The Board approved the above appointments.

2022/23/17 Audit Committee Terms of Reference (Board Paper 2022/23/10)

Mr Marsland said that the Terms of Reference had been agreed by the Audit Committee following its meeting in March and were presented today for the board to accept its recommendation for role and performance remit for the Audit Committee.

The Board approved the Terms of Reference.

2022/23/18 Remuneration Committee Terms of Reference (Board Paper 2022/23/11)

Mrs Hall said the board see this on a regular basis and is an update on the Terms of Reference for the Remuneration Committee. The remit of the committee is quite dictated in terms of Scottish Gov guidance and national circulars and this is reflected in the ToR.

It was pointed out that parts of the text were not gender neutral and in line with what had been previously agreed. Mrs Hall agreed to update where necessary. **ACTION: Mrs Hall**

The Board approved the Terms of Reference.

2022/23/19 Annual Review 7 December 2021, feedback letter (Board Paper 2022/23/12)

Mr Robinson presented the letter which had been previously circulated. Annual Reviews across health boards had been fairly light touch through the pandemic, but NHS Shetland had received a really positive endorsement from the Minister who has acknowledged the good work that has been undertaken in NHS Shetland throughout the pandemic.

The Board noted the Annual Review feedback letter.

2022/23/20 Approved Committee Minutes for noting

Members noted the committee minutes.

2022/23/21 The meeting of Shetland NHS Board will take place on Thursday 23rd June 2022 at 9.30am via Microsoft Teams.

The public session of the meeting ended at 11.05am.