



SPF

**Scottish Partnership Forum Secretariat
7 November 2019
Conference Room A, St Andrews House, Edinburgh
14.00 – 16.00
Minute**

Present:

Caroline Cooksey – NHS Dumfries & Galloway **(by VC)**
Anna Gilbert - Scottish Government
Pauline Howie – Scottish Ambulance Service **(Chair)**
Lilian Macer – UNISON
Sean Neill – Scottish Government
Norman Provan – Royal College of Nursing

In attendance:

Isabella De Wit – Scottish Government
Pamela Dimberline – NHS NES
John Malone – Scottish Government **(Minute)**
Christine McLaughlin - Scottish Government
Tom Power – NHS NES
Susan B Russell - Scottish Government
Malcolm Summers - Scottish Government
Dorothy Wright – NHS NES

Apologies:

Stephen Lea-Ross – Scottish Government
Shirley Rogers – Scottish Government

Agenda Item 1 – Welcome, introductions and apologies

The Chair welcomed everyone to the meeting. Members were informed of apologies (noted above) and that the meeting was quorate.

**Agenda Item 2 – Minutes and summary of action points of meeting held
29 August 2019**

The minutes of the meeting and summary of action points were agreed as an accurate record.

Agenda Item 3 – Public Inquiry RHCYP and QEUH

Christine McLaughlin was invited to lead an update. The following points were highlighted:

- On 18 September 2019, the Cabinet Secretary for Health and Sport announced in the Scottish Parliament that a Statutory Public Inquiry would be held into the Queen Elizabeth University Hospital (QEUH) and Royal Hospital for Children and Young People (RHCYP) infrastructure projects.
- It was announced the Inquiry would seek to determine how deficiencies in ventilation and other key building systems occurred and to make recommendations on the steps needed to take to ensure past mistakes were not repeated in future infrastructure projects.
- The Cabinet Secretary for Health and Sport will return to the Scottish Parliament to advise on who will lead the Inquiry, its full remit and the timetable as soon as the details are finalised. Work is underway to take this forward and further information will be provided in due course.
- The Independent Review of the QEUH, co-chaired by Dr Andrew Fraser and Dr Brian Montgomery, is continuing its work, with a view to reporting its findings in spring 2020. This Review will provide useful lessons that can be acted upon quickly, as well as offering helpful evidence for the Inquiry.

The chair gave SPF Secretariat the opportunity to ask questions and offer feedback. The following points were raised:

- It was highlighted that there was limited engagement with staff side when the first issue at the Royal Hospital for Children and Young People (RHCYP) occurred. Looking towards future new builds, it was asked whether more robust measures will be in place following the lessons learned. It was acknowledged that lessons have been learned and all projects at design phase will apply new principles with experts in place from the start.
- It was also highlighted that there was also a lack of engagement with staff, by the board, prior to the announcement from the Cabinet Secretary. It was suggested that communication between the Scottish Government, Health Boards and Staff side should have been better, especially because staff were contacting their Trade Union representative asking what was happening.
- It was asked when both inquiries are likely to have their outcomes published. It was suggested that the outcomes would be likely in the next 2 to 3 years as the process will be very robust. A report will be available in due course. A

sponsorship team has been set up to deal with the inquiry and it was suggested that Norman Provan, as chair of National Staff side, should contact them directly.

Outcome: SPF Secretariat welcomed the update.

Agenda Item 4 – Digital Developments and Workforce Implications

Tom Power and Pamela Dimberline were invited to present on the Digital Developments and Workforce Implications. The following points were highlighted:

- NHS Education for Scotland is one of the lead organisations responsible for 2 of Scotland’s Digital Health & Care Strategy: Workforce Capability & National Digital Platform. NES are working together with other partner organisations from the public, third and independent sectors, plus third party suppliers where appropriate, to put in place a clear approach to:
 - developing a modern workforce.
 - developing new ways of working in a digital era with digital at the heart of health & social care practice.
 - being able to have easy access and use of up-to-date information at the point of care in a secure and timely fashion.
- NES’s aim to the strategy is to empower citizens and staff to have digital access to services and information, to have the ability to self-manage health and wellbeing, to be assured about security and the use of data, to have the option of mobile working, to promote high quality user experience, to allow for single log-on’s and to be convenient, personalised and easy to use.
- NES contribution to the strategy will include:
 - Delivering a Scottish Health and Social Care ‘national digital platform’ through which relevant real-time data and information from health and social care records, the tools and services they use are available to those who need it wherever they are, in a secure and safe way.
 - Delivering the Turas Platform, a cloud-based resource and apps available to no access cost to public sector bodies in Scotland that will enable individuals and organisations to carry out a range of key activities at different stages of the employment journey. Providing leadership for Office365 roll out across NHS Scotland.

- Working with Scottish Social Services Council, Local Government Digital Office, Scottish Council for Voluntary Organisations, and the Digital Health and Care Institute to develop an approach to building workforce capability and capacity.
- The Digital Health and Care strategy presents 11 priorities in respect of which workforce development approaches need to be developed. These can be themed as either leadership, culture and / or skills related. Importantly, they do not sit in isolation.
 - Leadership is directly linked to and influenced by the national direction and leadership that the Digital Health & Care strategic portfolio board will provide.
 - Culture impacts on and is shaped by Service transformation, including digitally led service redesign.
 - Skills have a direct bearing on our ability to shape and adopt a national digital platform for clinical and other information sharing and app development that will support more integrated and person centred approaches.
- Following a stakeholder engagement event in October 2019, 4 x Workforce development stacks were identified – Leadership, Tech Workforce, Wider Workforce and Future Workforce:
 - **Leadership capability** – For both leaders needing to develop confidence in digital and digital experts needing to hone their leadership skills: essential for addressing barriers.
 - **Digital Specialists** – Many skilled individuals in the system already, who will need to use a broader range of tools than previously and be skilled to do so. Cloud and MS Azure / Agile Development.
 - **Wider Workforce** – Will need to continue to upskill those involved in delivery of care services, as well as re-skilling some whose roles will change as technology becomes more ubiquitous. Including growing tech Workforce by developing coders.
 - **Future Workforce** – Workforce planning will need to shape engagement with HEIs, FEIs and others to develop standards, curricula and education approaches and attract and retain skilled individuals.

The chair gave SPF Secretariat the opportunity to ask questions and offer feedback. The following points were raised:

- Members thanked Tom and Pamela for the presentation. It was asked if the National Digital Platform is currently in place and it was confirmed that it was under construction, with anticipatory care planning resources in testing
- It was suggested if the inclusion of payslips could be considered in the creation phase as currently staff cannot access them out with the workplace. This was noted as out with the scope of the platforms under review here, but may fall within the wider Business Systems Strategy. It was also suggested that a staff side representative attend any future engagement events.

Outcome: SPF Secretariat welcomed the update and suggested that the presentation should be brought to SWAG Secretariat.

Action: John Malone to invite Tom and Pamela to upcoming SWAG Secretariat meeting.

Agenda Item 5 – Once for Scotland Workforce Practices

Isabella De Wit and Malcolm Summers were invited to provide a update on the Once for Scotland Workforce Practices. The following points were highlighted:

- The National Health and Social Care Workforce Plan, published in June 2017 acknowledges that the harmonisation and alignment of workforce practice through national, regional and shared services working will be essential to support staff and ensure the current and future sustainability of services.
- Significant action has already been taken forward to implement a harmonisation of workforce practice. A range of work streams are in place including:
 - Once for Scotland workforce policies;
 - International Recruitment Unit and national recruitment campaigns;
 - Project Lift leadership development work and values-based recruitment for NHS Board Executive Level appointments and other senior cohorts of staff; and
 - National online appraisal support through Turas Appraisal.
- However, there are significant opportunities for further work. This includes:
 - Improving our ability to effectively attract, retain and develop staff.
 - Enhancing and developing staff experience across all dimensions of the Staff Governance Standard, ensuring more consistent, high quality approaches on a Once for Scotland basis.

- Improving the supply of an appropriately skilled workforce through better workforce planning.
- There are also excellent opportunities to place this work within the wider context of the Fair Work principles and framework and Strathclyde University's *Review of Partnership Working in NHS Scotland*. For example, the *Review of Partnership Working* suggested reflecting on the distinct roles of each partner group and improving connectivity across institutions and levels of partnership.
- The development of more consistent workforce practices provides an opportunity for the SPF and other partnership groups to consider the work streams already underway and what improvements can be provide to provide a more coherent and strategic approach.

The chair gave SPF Secretariat the opportunity to ask questions and offer feedback. The following points were raised:

- Members thanked Isabella and Malcolm for the update and welcomed the approach to workforce practices. It was highlighted that the approach needs to be promoted correctly that will allow for individuals to have the opportunity to have careers within NHS Scotland.
- It was also suggested that a workshop to share good practice could take place with attendees from SWAG, SPF, STAC and various other relevant groups.

Outcome: SPF Secretariat welcomed the discussion and look forward to future updates.

Action: John Malone to circulate arrangements document to Secretariat members. **(Completed)**

Agenda Item 6 – TUC – ‘Dying at Work’ campaign

Lilian Macer was invited to discuss TUC – ‘Dying at Work’. The following points were highlighted:

- The Dying at Work campaign would like to see terminal illness recognised as a ‘protected characteristic’ so that an employee with a terminal illness would enjoy a ‘protected period’ where they could not be dismissed as a result of their condition.

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- Such protection would give every person battling terminal conditions the choice of how to spend their final months and the peace of mind to know their job was protected and the future financial security of their family was guaranteed.
- It was asked if all Health Boards within NHS Scotland could sign up to the charter and that it is added to the attendance management policy. It was suggested that SWAG could consider how best to ensure that every Board is signed up to the charter.

The Chair gave SPF Secretariat the opportunity to ask questions and offer feedback. The following points were raised:

- Members thanked Lilian. It was highlighted that conversations have taken place within some Health Boards on the charter. However, it was suggested that the next steps would be for Lilian to engage with HRD's on how to support this in principle and in practice. They will then decide the correct governance route to take proposals forward.

Outcome: SPF Secretariat welcomed the discussion and look forward to any future updates.

Action: Lilian Macer to meet with HRD's in order to agree next steps.

Agenda Item 7 – Agenda setting for Joint Partnership Workshop on 13 January 2020

The chair led a group discussion and the following approach was agreed.

- It was agreed that the workshop would be split into groups to consider the recommendations within the Strathclyde University's report on partnership working in NHS Scotland.

Outcome: SPF Secretariat agreed to the agenda for the Joint Partnership workshop.

Agenda Item 8 – Review of SPF Committee held on 10 October 2019

The chair led a discussion on the key issues and action points from the SPF held on 10 October 2019

- Workforce Planning
- Mental Health Strategy
- Brexit update
- National Planning Board



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- Ministerial SLWG update

Outcome: SPF members were content with the agenda items raised and confirmed there was no action points to take forward.

Agenda Item 9 – Agenda setting for SPF Committee meeting on 13 February 2020

The following agenda items were agreed:

- National Performance Framework
- Public Health Reform
- Finance update (Audit Scotland)
- National Catering agenda
- INWO (SPSO)

Agenda Item 10 - Any Other Business

There was no other business.

Next SPF Committee meeting: 13 February 2020, 14.00 – 16.00 at Conference Room C, D & E, St Andrews House, Edinburgh

Next SPF Secretariat meeting: 23 April 2020, 14.00 – 16.00 at Conference Room D, St Andrews House, Edinburgh.