

Moving Forward Together Workforce Reference Group

Minute of Meeting

Tuesday 14th January 2020, 9.30 am,
Meeting Room 4,
West Glasgow ACH

PRESENT:

Anne MacPherson	Director of Human Resources & Organisational Development (Chair)
Margaret Brodie	Communications Assistant
David Dall	Head of People & Change – South Sector
Rachel Fishlock	Programme Manager – Moving Forward Together
Danny Furnivall	Workforce Systems Analyst - Moving Forward Together
Christina Heuston	Assistant Chief Officer, Human Resources, Glasgow HSCP
Isla Hyslop	Head of Organisational Development – Partnerships
Sarah Leslie	Deputy Director of Human Resources & Organisational Development
Doug Mann	Head of Organisational Development, Acute & Corporate
Moira Macdonald	Learning & Education Manager
Andrew McCready	Unite Senior Representative – NHSGGC.
Kirstin McKenzie	PA to Director of Human Resources & Organisational Development
Sam Mullin	Branch Convenor, GMB
Jonathan Pender	Workforce Planning & Analytics Manager
Tom Quinn	Head of People & Change – East Dunbartonshire HSCP

1. Welcome & Apologies

A. MacPherson welcomed everyone to the meeting.

Apologies were received and acknowledged from Andy Carter, Head of People & Change – Regional Services, Joan Smith, Head of People & Change – Clyde Sector and Dorothy McErlan, Employee Director.

Action: D. Dall to feedback any actions to the absent Heads of People & Change from the group.

2. Minutes of the Last Meeting & Rolling Action List

The Minute of the Last Meeting were approved.

The Rolling Action List was updated as attached.

3. MFT Highlight Report

A. MacPherson referred to the Highlight Report and asked for further/more detail to be added as it had been discussed at the Programme Board that it wasn't seeing much progress. A. MacPherson commented that she was keen to ensure that all Heads of People & Change were providing their updates, reflecting workforce activity.

Referring to the Workforce Plan, J. Pender confirmed that the Corporate Management Team (CMT) had approved the changes to the timescales of the plan. All agreed that there was a need to tease out what was required before embarking on a 3 year plan. J. Pender advised that Jonathan Best, Chief Operating Officer, had asked for an Acute Workforce Plan and local plans would also be put in place.

Discussion moved to Non-Medical Prescribing where it was identified that a medical group had already been established. A. MacPherson advised members that S. Leslie would be looking to combine the groups going forward. A. MacPherson commented that there was a need not to be overly ambitious and to focus on the details of the actions and identify clear milestones. S. Leslie would be planning the next phase in late February, early March 2020. D. Dall was asked to bring this to the attention of A. Carter and J. Smith.

Action: S. Leslie to add more detail to the report.

Action: All Leads/Heads of People & Change to ensure that they are updating activity as and when required.

Action: D. Dall to inform A. Carter and J. Smith of Non-Medical Prescribing activity.

4. Project Plan

D. Furnivall confirmed that a new system for updating the Project Plan had now been put into place. D. Furnivall explained that an e-mail had been issued to all Leads reminding them of the importance and their obligation to provide an update.

A. MacPherson reminded members that the MFT Programme Board had now asked for a copy of the Project Plan on several occasions however this had yet to happen.

S. Leslie and R. Fishlock joined the meeting.

A. MacPherson referred to a previous discussion regarding setting up a SharePoint page to allow all to access papers when necessary. A. MacPherson asked K. McKenzie and D. Furnivall to take forward.

A. MacPherson asked each lead for their assurance that all had viewed the project plan, reviewing their actions and were taking them forward. Everyone was informed that the project plan would be used as a performance indicator from today. I. Hyslop commented that if the plan was to be used as a performance document, the plan would require more detail and queried the use of the coloured symbols on the plan. It was identified that a green dot = completed and a green tick = complete. A. MacPherson asked for the plan to be populated with tasks. It was agreed that this was the final plan.

Action: K. McKenzie & D. Furnivall to arrange for a SharePoint page to be set up.

Action: D. Furnivall to update and finalise the plan.

5. New Roles & Next Steps: NHS Wales

A. MacPherson drew members attention to the circulated paper entitled 'Role Redesign in the NHS in Wales' and explained that the content provided a good starting point to assist NHS Greater Glasgow & Clyde (NHSGGC) on the consideration of new roles; and to use this document to create something similar for NHSGGC. Members were asked for their thoughts.

T. Quinn commented that it would be a good document to use for all roles within the organisation and not just for MFT, adding that sometimes the simplest tasks could be missed, however could have a significant impact on the workforce.

A. MacPherson asked for a volunteer to help go through the document; A. McCready confirmed he would assist. M. Macdonald commented that this would tie in with a piece of work being carried out by the Older People's workstream. It was identified that J. Smith was the Head of People & Change assigned to this workstream with Julie Murray, Chief Officer, East Renfrewshire HSCP, as Chair. A. MacPherson asked M. Macdonald to link with J. Smith, and suggested someone else within Learning & Education could take forward and asked M. Macdonald to identify someone.

Discussion followed with regards to changing the language used within the document ensuring that it was pitched to the correct audience.

A. MacPherson asked D. Dall to ensure that J. Smith was aware of activity.

A. MacPherson asked for a first draft of the document to be available for discussion at the next meeting.

It was suggested that Paul Watt, Senior Learning & Education Advisor could be useful in his role, for job evaluation purposes.

Action: A. McCready, M. Macdonald and J. Smith to take forward.

Action: M. Macdonald to identify a L&E colleague to assist with the redraft of the document.

Action: D. Dall to ensure that J. Smith is aware of activity.

Action: Revised/Tailored document to be available for discussion at the next meeting.

6. Non-Medical Prescribing

Following on from discussion earlier in the meeting (section 3), S. Leslie advised that a proposal had been discussed within the Short Life Working Group (SLWG) which had been convened to develop the scope and plan. It had been noted that there were approximately 1900 non-medical prescribers within NHSGGC who were not working to the top of their licence. S. Leslie expressed the need to evaluate how non-medical prescribers were currently being deployed and identify numbers across the organisation. S. Leslie suggested this could be done using Webropol.

K. Harper commented that staff side representatives had an interest in this. M. Macdonald confirmed she would be supporting the meeting. S. Leslie confirmed that a meeting date was to be agreed and staff side representatives agreed.

It was agreed that a nursing representative should be added to the group and A. MacPherson reminded S. Leslie and workstream leads of the need to capture workforce projections from all groups, suggesting that D. Furnivall draw out the high risks from those projections.

T. Quinn commented on the need to be mindful of the impact on the District Nursing workforce and to ensure that this information/data is also captured. A. MacPherson asked for a colleague from the community to be added to the group. S. Leslie was also asked to ensure that links were made with the West Region strategic alliance and suggested liaising with M. Macdonald on this.

A. MacPherson asked K. McKenzie to add R. Fishlock to the start of the Agenda for future meetings, and commented that R. Fishlock and S. Leslie would pick up on 'Trauma' at the next meeting.

R. Fishlock referred to the risk register which would be useful in capturing high level risks for the Programme Board. To date the Programme Board was focusing on 2 workstreams at each meeting, however as discussed they wished more evidence of progress being made.

The MFT report would be due in February 2020 and will follow the Board meeting where we will know more about what is being taken forward.

S. Leslie explained that through previous discussions it had been agreed that further appropriate communication was required for staff particularly within Inverclyde, with a focus on Cancer and Trauma. A core deck slide pack had therefore been developed which would set out the strategic direction, outcomes of Phase 1 and 2 and the transitional period. S. Leslie added that staff engagement had not been carried out since May 2019.

S. Leslie advised everyone that venues were being blocked booked for engagement sessions and requested a HoPAC and staff side volunteers for each session. S. Leslie confirmed she would be holding a meeting to progress and would be working with Agata Choma, Learning and Education Administrator, to ensure efficient venue booking. A. MacPherson asked members to volunteer to populate sessions. S. Leslie confirmed the sessions would be taking place at the end of February, beginning of March.

A. MacPherson suggested that S. Leslie issue the dates of the sessions to members and to bring the final programme to the next meeting.

S. Leslie confirmed she would speak with M. Macdonald and D. Mann with regards to logistical support.

Action: Workstream leads to ensure that all groups' workforce projections are captured.

Action: D. Furnivall to capture all high risk activity from projections.

Action: S. Leslie to ensure that a nursing and community representative is present on the group.

Action: S. Leslie and M. Macdonald to liaise regarding the strategic alliance.

Action: R. Fishlock and S. Leslie to pick up on 'Trauma' at the next meeting.

Action: K. McKenzie to add R. Fishlock to the top of the Agenda for the next meeting.

Action: HoPAC and staff side volunteers wanted for staff engagement sessions.

Action: S, Leslie to issue dates of engagement session.

Action: S. Leslie to bring the final programme to the next meeting.

Action: S. Leslie to speak with M. Macdonald and D. Mann regarding logistical support.

7. Learning & Education (L&E) Plan

M. Macdonald tabled the plan explaining that the content was as discussed at the previous meeting, adding that as the workstreams developed, the plan would reflect this and the format may change. It was agreed that M. Macdonald would be adding L&E contacts onto the plan.

M. Macdonald took members through each section, and specifically referred to section 6 (Ensure consistent principles for Overarching Development Themes) where it had been noted, 'Monitor themes raised at December MFT SRG i.e. Management and Leadership; Digital Integration, Person Centred Care, Civility Saves Lives, integrated education (relevance to SSSC)'. M. Macdonald explained that she was unsure how to articulate this section as each workstream would have their own L&E Plans and these challenges would be picked up along the way.

Focusing on section 7, Regional, discussion followed regarding pharmacy roles and how the proven model could be rolled out.

M. Macdonald agreed to D. Mann circulating the plan to OD colleagues. R. Fishlock asked if Planned Care and Local Care could be added to the plan.

Discussion followed with A. MacPherson recognising that there was not to be a number of plans and confirmed that there would be a Workforce Strategy which would support MFT, avoiding duplication. It was agreed that a workforce plan was critical to support ongoing work and key drivers needed to be identified.

M. Macdonald confirmed she would add a front piece to the plan, adding narrative. Members acknowledged that the responsibility for plans lay with Chairs of workstreams.

A. MacPherson asked M. Macdonald and leads to ensure that a workforce section was added to plans.

S. Leslie commended M. Macdonald on efforts so far and alluded to a NHS Forth Valley 'Frailty Pathway' which S. Leslie confirmed she would share for the plan.

Discussion followed regarding culture and behaviours, the need to see the big picture moving forward and how to ensure that plans underpin what we are doing. S. Leslie suggested developing a template which would outline actions and bring clarity on what was required. J. Pender. D. Furnivall and R. Fishlock agreed to discuss this further with S. Leslie.

I. Hyslop asked how we could redirect this back to the OD toolkit and how we can support workstreams. M. Macdonald was asked to add an 'impact' column to the plan.

J. Pender joined the meeting.

Action: M. Macdonald to add L&E contacts to the plan.

Action: M. Macdonald to add Planned and Local Care to the plan, adding narrative.

Action: M. Macdonald to create a front piece for the plan.

Action: M. Macdonald to add a workforce section to the plan.

Action: S. Leslie, J. Pender, D. Furnivall and R. Fishlock to develop a template to bring clarity and outline actions.

Action: M. Macdonald to add an 'impact' column to the plan.

8. Staff Communications & Engagement

As discussed in section 6.

9. Organisational Development Activity

D. Mann commented that OD colleagues were focused on their role alongside the HoPAC of their assigned workstream, and were looking to define the common themes emerging. A. MacPherson commented that she was keen to receive feedback regarding how the role of OD within workstreams had helped and what workstreams were using the OD toolkit.

D. Mann commented that it was too early for OD to comment on this as he didn't think workstreams were ready for this yet. S. Leslie commented that the SACTA workstream may be ready to use the OD toolkit.

Discussion followed with S. Leslie suggesting that a refresh session for HoPACs regarding the OD toolkit would be helpful.

I. Hyslop commented on the significant move to action and the need for the pace to pick up, identifying that some aspects of work would be able to happen quickly. A. MacPherson reminded HoPAC's of the need to think about the impact of changes to the workforce.

Action: D. Mann to consider feedback from OD colleagues from workstreams.

Action: D. Mann and S. Leslie to discuss an OD Toolkit refresh session for HoPACs.

Action: Update at next meeting.

10. Risk Register

A. MacPherson commented that the scores seemed high, and agreed to discuss this further with S. Leslie. S. Leslie was asked to create a risk register for the group.

A. MacPherson asked for the mitigation to be developed and reminded workstream leads of their responsibility to manage their own workstreams' risks.

S. Leslie suggested that it may be useful to run a risk management session for HoPACs to familiarise themselves with the process involved. A. MacPherson asked for 4 or 5 initial risks to be identified for the next meeting.

R. Fishlock commented that by adding mitigation to the risk register would be useful.

C. Heuston and I. Hyslop left the meeting.

Action: A. MacPherson and S. Leslie to discuss the risk register.

Action: S. Leslie to develop a risk register for the MFT Workforce Reference Group.

Action: 4 or 5 initial risks to be identified for the next meeting.

11. MFT Site Pages

The following key messages were agreed for communication:

- Training & Learning Plan
- The need to pick up the pace
- Workforce Plan
- Workforce Strategy
- Highlight Report

Action: Key messages to be communicated following meeting.

12. Group Reflection

D. Mann led the reflective conversation. D. Dall commented that reflecting on key pieces, it was agreed that the pace of progress required to move quickly. S. Mullin added that it was well received that Community had been mentioned as this was often forgotten and agreed there had been good discussion during the meeting.

M. Brodie added there was a need to start reinforcing messages. A. MacPherson commented on the energy levels within the room and the need for members to take ownership of this, asking members how to raise energy levels, and encourage forward thinking.

K. Harper reiterated D. Dall's comments regarding pace and was clear on ways in which partnerships can be involved.

K. McKenzie commented on the importance of issuing papers on time.

T. Quinn commented on the need to ensure that key issues were not missed which may be key to delivery.

S. Leslie commented on the need for focus on planning and would work with R. Fishlock to build on this.

M. Macdonald explained that she had found the discussion regarding the Learning & Education Plan helpful, and would reflect on the title in order to pitch at the right level.

D. Mann picked up on A. MacPherson's comments regarding the energy within the room. A. MacPherson suggested that going forward, that everyone should be adding items to the Agenda, bringing something new to each meeting. D. Dall commented that there was a need to approach change differently.

D. Mann brought the discussion to a conclusion.

A. MacPherson reflected on actions agreed during the meeting.

Action: All to consider adding items to the Agenda for future meetings.

13. A.O.C.B

There was no any other corporate business discussed.

14 Date & Time of Next Meeting

Thursday 13th February 2020, 9.30 am, Meeting Room A, JBR House, GRH.