

<i>DRAFT</i>	Assynt House Beechwood Park Inverness IV2 3BW Tel: 01463 717123 Fax: 01463 235189 www.nhshighland.scot.nhs.uk/	
MINUTE of MEETING of the AREA CLINICAL FORUM	2 November 2023 – 1.30pm Microsoft TEAMS	

Present

Catriona Sinclair (Chair)
Stephen McNally, (Vice Chair)
Kara McNaught, Team Manager, Adult Social Care
Paul McMullan, Area Medical Committee
Zahid Ahmad, Area Dental Committee
Linda Currie, NMAHP Advisory Committee
Grant Franklin, Area Medical Committee
Olivia Elwell, Adult Social Care

In Attendance

Gerry O' Brien, Non-Executive Director
Claire Copeland, Deputy Medical Director (from 2.10pm)
Tim Allison, Director of Public Health & Policy
Boyd Peters, Medical Director (from 2.10pm)
Patricia Hannam, Pharmacist
Nathan Ware, Governance & Corporate Records Manager, Item 4.1
Gareth Adkins, Director of People & Culture, Item 4.3
Lorraine Cowie, Head of Strategy & Transformation, Item 4.4
Lianne Swan, Corporate Records Assistant
Karen Doonan, Committee Administrator

1 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting and asked everyone to introduce themselves. Apologies were received from E Caithness, C Dreghorn, L Bussell and F Jamieson.

1.1 DECLARATIONS OF INTEREST

There were no declarations of interest.

2. DRAFT MINUTE OF MEETING HELD ON 31 August 2023

The minutes were approved.

3. MATTERS ARISING

None

4. ITEMS FOR DISCUSSION

4.1 Area Optometric Committee ToR – Nathan Ware, Governance & Corporate Records Manager

- N Ware explained that the constitution had not been updated in some time. The changes were reflected in the document that was circulated to the forum. He

noted that the main changes involved the election process itself and who could become a member of committee.

- K McNaught queried the terms of reference and compared it to the social care advisory committee and suggested it may be worthwhile to have a broader discussion around consistency across all Terms of Reference/Constitution's. N Ware confirmed that he was in the process of reviewing all the professional advisory committees within his remit and asked if she could send a copy of the Terms of Reference document so he could consider where things could be aligned in a more consistent way.

Action: N Ware to discuss further with K McNaught

The Forum **agreed** to the changes to the terms of reference document.

4.2 Quality Commission Report – Discussion

The report presented by the Nurse Director at the last meeting was discussed:

- It was considered a useful report which raised many questions around the challenges of measuring quality and gathering feedback. It was noted that the variety of different settings involved, and the different types of data/systems used across the organisation could be challenging however there seemed to be a significant appetite from staff to focus on quality and measurement.
- The Medical Director confirmed that measuring quality starts with asking 'how do I know I do a good job; how do we find that out and how would we evidence that?'
- The Director of People and Culture noted that there was a national need to consider how outcomes would be measured as focus had been on how a service is provided but the measurement of outcomes needed to be considered now as implementation would take some time. L Currie suggested this could be considered as part of the current preparations for the Health and Care Staffing Act. The Director of People and Culture advised there was a need to develop the Board's Outcome Measurement Framework but was uncertain if the Health and Care Staffing Act was the correct method.
- G Franklin expressed concern that hospital staff didn't feel their service was improving, which had been difficult for morale, however it was noted that this report was looking at quality and not quality improvement.
- S McNally highlighted that the Family and Friends Survey which was administered in NHS England may be useful. The Director of People and Culture agreed it was useful but noted that additional qualitative work would be needed to provide meaningful insight.
- The Medical Director emphasised the need to focus on the positives and suggested a central leadership which celebrated and supported quality measurement as opposed to a department which measured it for them.

The Chair highlighted the importance of this report having been brought to the ACF prior to discussion by the Board and encouraged feedback so that this way of working continued.

4.3 People & Culture ADP update – Gareth Adkins, Director of People & Culture

The Director of People and Culture spoke to his presentation which focused on the Leadership and Culture Framework.

During discussion it was noted:

- There was agreement with the Director of People and Culture's proposal that 'Leader' was a more appropriate term than 'Manager', although L Currie stressed that there was still need for some Management training to help staff navigate some of the complex systems.
- K MacNaught welcomed the framework's approach to the ongoing development of staff.

- G Franklin highlighted the issue of senior clinicians being relatively junior in the management structure and proposed that a more appropriate role for junior positions may be Team Facilitator. The Director of People and Culture confirmed that more work was needed to support leadership development across the organisation and reiterated that getting things done was about sharing and collaboration as opposed to command and power.
- L Currie noted that many clinicians develop into great leaders, but they don't get a lot of time to do this and suggested it would be helpful if time was valued for leaders as much as managers.
- First line managers were a priority owing to the very low organisation-wide completion rates (24%) of appraisals and there were at least 900 staff with line management responsibilities, It was noted that this would take time as there was a need for engagement with senior middle management to identify where efforts should be prioritised.
- It was confirmed that one challenge was encouraging some more experienced leaders to develop in line with how views of leadership had evolved over the past 10 years towards a more compassionate leadership style.
- T Allison suggested there needed to be a focus on competencies and we should be mindful the push for leadership doesn't detract from valuing other competencies. The Director of People and Culture responded that leadership shouldn't be taken as synonymous with hierarchy but rather collaborative skills and the ability to be flexible were more important.
- The Director of People and Culture advised that the terms of reference for the Culture Oversight Group had been revised and the Chair of the ACF would be invited along with any others who felt they would benefit from representation.

The Director of People and Culture was grateful for the forum's endorsement and was keen to demonstrate delivery of the framework and asked to come back in 4-6 months to provide an update.

The Forum **noted** the update.

4.4 Winter Planning – Lorraine Cowie, Head of Strategy & Transformation

L Cowie spoke to the circulated presentation. It was highlighted:

- Urgent and Unscheduled Care (UUC) Target Operating plan now includes Winter Planning.
- A UUC workshop took place recently to agree system wide priorities.
- Feedback from clinicians and care leads had been incorporated into the plan.
- A review of the plan would take place early 2024 to look back and make adjustments moving forward from any points of learning experienced in future plans.
- The 6 themes of the plan were Redirect, Reform, Rapid, Respond, Restore and Reassure.

During discussion it was noted:

- The plan only covered Highland Health and Social Care Partnership area and while it was linked with the Argyll and Bute plan, it was separate. The forum agreed they would like to see a wider representation in future with a winter plan for the two areas discussed as a whole.
- The purpose of this presentation was to provide the Chairs of professional advisory committees with early sight of what was planned and to gain feedback on the plan. L Cowie confirmed there would be a full comms plan in place for cascading the information to staff.
- Forum members advised there was concern that the plan had come out too late in the year to make any meaningful impact and they wanted to be involved earlier in the process, highlighting that the pressures of winter were largely the same every

year. L Cowie confirmed there would now be a constant approach to the plan which would be maintained throughout the year with data reviewed in line with available funding, although some of this would be dictated by Scottish Government.

- Forum members felt there were several concerns about the impact on Primary Care, particularly from the chairs of the Area Dental, GP Sub-Committee and Hospital Sub-committees, with the latter expressing grave concerns, which had been brought to the Area Clinical Forum (ACF) via the Area Medical committee as there was a need for a winter plan which provided sufficient detail to act upon which was yet to be seen by frontline clinicians. L Cowie welcomed feedback on any specific items they felt were missing or needed work and offered to attend the Hospital Sub-committee to go over the full plan, which was due for release the following day. The Chair reassured Forum members that it had been raised at Clinical Governance Committee and Board Development meetings that week.
- L Cowie advised there was roughly £623,000 designated for winter as part of the urgent and unscheduled care portfolio; G Franklin highlighted the urgency of deciding how this would be spent and ensuring visibility as staff morale was low.
- L Currie proposed a future agenda item around Prevention, and this was agreed by the Chair. In relation to this, L Cowie proposed a discussion about Strategic Commissioning which was also welcomed.

The Chair asked for Clarity on what 'Discovery' was, L Cowie explained that it was a national platform which held data that could be accessed by anyone with an NHS email address. S McNally requested a training session for Surgical leads around this.

Forum members expressed concern around the structure for accessing help from senior decision makers. Both the Deputy Medical Director and Director of People and Culture advised that improving communication across the different levels of the workforce was a high priority and the Deputy Medical Director proposed a potential Clinical Engagement Teams Channel.

Action: K Doonan to add Prevention and Strategic Commissioning to list of future agenda items.

5 MINUTES FROM PROFESSIONAL ADVISORY COMMITTEES AND EXCEPTION REPORTS

5.1 Area Dental Committee - 27 September 2023

Z Ahmad spoke to the minute, during discussion it was noted:

- There was a need for budget review and resource planning to ensure the preservation of Out of Hours (OOH) services and access to Primary Dental Care Services.
- Waiting times for elective dental procedures were highlighted, particularly regarding access to operating theatres for the increasing number of children on GA waiting lists.
- It was noted that these issues had been raised at a national level to the Minister for Public Health and Women's Health at the Annual Review.
- The Medical Director advised that there were complexities involving the recent refresh of the General Dental Services Contract and the Chair suggested this be added to the agenda for next year.

Action: K Doonan to add General Dental Services Contract discussion to list of future agenda items.

5.2 Adult Social Work and Social Care Advisory Committee – 10 September 2023

K McNaught spoke to the minute, during discussion it was noted:

- G Grant Interim Head of Commissioning spoke about commissioning for care at home and care homes.
- There were still some significant gaps in autism services which was discussed and escalated to Adult Protection Committee and the Head of Mental Health A Johnstone as a concern.

5.3 Area Pharmaceutical Committee – 23 October 2023

C Sinclair confirmed there were no additional points to add to the circulated minute.

5.4 Area Medical Committee – 3 October 2023

G Franklin spoke to the minute, during discussion it was noted:

- There was a need to revise the Hospital Sub-committee constitution to ensure it correctly reflects the membership as it is not purely a hospital based committee. He also mentioned it was unclear whether that revision needed to be ratified by Area Medical Committee or ACF. The chair advised confirming with N Ware, Governance & Corporate Records Manager.

5.5 Area Optometric Committee – 2 October 2023

There was no-one in attendance from this committee.

5.6 Area Nursing, Midwifery and AHP Advisory Committee – 28 September 2023

L Currie spoke to the minute, during discussion it was noted:

- The Quality Assurance Report was discussed with L Bussell.
- There were ongoing discussions around the role of the committee and bringing in speakers with a view to increasing membership.
- The 4D workforce model from National Education Scotland (NES) was discussed.

5.7 Psychological Services meeting

There had been no meeting.

5.8 Area Healthcare Sciences Forum meeting

There had been no meeting and the Chair of ACF advised that notice had been received from C Farman of his retirement from the end of November. Forum members noted the considerable gap this would leave and commended his excellent contribution to the organisation.

The Forum **noted** the circulated committee minutes and feedback

6 ASSET MANAGEMENT GROUP

S McNally confirmed there were no additional points to add to the circulated minute.

The Forum **noted** the minutes.

7 HIGHLAND HEALTH AND SOCIAL CARE COMMITTEE

7.1 Minute of the Meeting of 30 August 2023

K McNaught highlighted the following:

- There were some discussions around Social Care Governance and ensuring there was a robust and clear action plan.
- Telecare and discussions around digital strategy in relation to this. K McNaught confirmed she had asked for this to be brought to the Adult Social Work and Social Care Advisory Committee in future.

The Forum **noted** the minutes.

8 Dates of Future Meetings

11th January 2024

14th March 2024

2nd May 2024

4th July 2024

29th August 2024

31st October 2024

9 FUTURE AGENDA ITEMS

- Prevention.
- Strategic Commissioning.
- Refresh of General Dental Services Contract.
- Leadership and Culture Framework update.

10 ANY OTHER COMPETENT BUSINESS

10.1 Annual Review - 29 September 2023

The Chair, K McNaught, E Bateman and F Jamieson attended the Annual review. The issues raised and discussed in this Forum over the past year were brought to the Minister for Public Health and Women's Health and a Senior Civil Servant which were well received.

The following was raised:

- The shift to a bottom-up approach and the hope that this would develop further.
- The issues around Dentistry noted above in section 5.1.
- The importance of the inclusion of Health and Social Care in the ACF.
- Electronic barriers to care.

11 DATE OF NEXT MEETING

The next meeting will be held at **1.30pm on Thursday 11 January 2024 on Teams.**

The meeting closed at 4.10pm