



IJB Joint Staff Forum

Minute | 30 November 2023 | 10:00 | Microsoft Teams

Present: Ryan McLaughlin (Chair), Stephen Brown (Co-Chair), Danny Oliver (Co-Chair), Caitriana McCallum, Lynda Bradford, Maureen Swannie, Maureen Firth, Peter Thomas, Fiona MacKellar, Ali Sabiston (item 7) and Stephanie Johnston (minutes).

Apologies: Sheona MacGregor, Wendy Norquay, Kath McKinnon, Craig Walker, Steven Philips, Thomas Richards and Linda Halford.

1. Welcome and apologies

Ryan welcomed everyone to the meeting and the apologies were noted.

2. Minutes from Previous Meeting

The minutes were agreed as an accurate reflection of the meeting.

3. Matter Arising and Action Log

Item 7 - Service Accommodation: A group has been established, which is being led by Malcolm Colquhoun which will look at accommodation.

4. Workforce / Service Pressures

Health and Community Care

There is a considerable number of vacancies and gaps across Social Care which are being supported by agency cover. One big issue is the number of agency staff who are planning to return home for the festive period which can leave the service fragile. There is ongoing work to ensure staffing and it was noted that there was a number of workers willing to stay on. There are also vacancies and long term sickness across the service which further exacerbates the situation. Work will be starting shortly to think creatively on how to address this, which will be discussed further at item 5. The Mental Health Services continue to be supported by some agency staff with posts being out for advert.

Community Nursing continues to be very fragile with a number of vacancies and is being supported by agency workers. There has been some recruitment but those appointments are unable to commence until February and March. The vacancy number is quite high, with a number of staff due to leave the service, many due to retirement. It was noted that following the last recruitment round, there were no appointable candidates. There are agency workers who are able to work more hours than permanent staff which is helping to mitigate some of the challenges. There has been dialogue with GPs to give awareness of the challenges and to cut back the service to 'must dos'.

Primary Care Services

It was noted that there had been successful recruitment of five of the six Advance Nurse Practitioners posts which will make a big difference to continuity of care and budgets. There is also appointment of two of the three isles Community Nursing vacancies. Discussions with the Chief Officer and Director of Nursing, Midwifery, Allied Health Professions and Acute Services are ongoing on the model for isles Community Nursing.

Progress has been made to improve communication with communities which has been a big difference. There are challenges with ensuring there is a sustainable workforce, and identifying appropriate accommodation, for the Vaccination team. Work is continuing to identify a model for the service. There is also the imminent transfer of delivering Community Treatment and Care from GPs to Primary Care. There is urgent need to identify accommodation, and recruitment, to ensure delivery by the end of March. There are also challenges with being unable to advertise some vacancies in administration which adds pressure to the fragile team.

Allied Health Professions

It was advised that there are vacancies in the First Point of Contact Physiotherapy, Speech and Language Therapy, Dietetics. Advert is out for an Advanced Physiotherapist Respiratory for two years which will help bring sustainability to the service. Speech and Language Therapy is an area of concern particularly in respect of adults. Morven, and the team, are working on innovative solutions to address gaps. There had been no applicants for the Band 6 Dietetic post, it has gone back out as a Band 5 and Annex 21 secondment to attract interested applicants.

Children, Families and Justice Services

It was noted that the Service Manager (Children's Health Services) would be starting on 11 December; a Band 7 Speech and Language Therapist has also been appointed. Interviews are scheduled for a Band 7 Paediatric Occupational Therapist and a Social Worker. The Service Manager (Children and Families Authority Wide Services) and Team Manager for Fostering, Adoption and Kinship posts are out for advert. Work continues to recruit to School Nursing and Social Worker posts and the Service Manager (Children and Families Field Work) and Team Manager (Children and Families Field Work) post will be advertised as a rolling programme.

Challenges with sponsorship and registration with the Scottish Social Services Council for international candidates mean starting dates are delayed. An update on the grow your own Student Social Worker work was noted, with three Students due to complete training by Summer next year.

5. Social Care Staffing Workforce

To assist with the significant recruitment, demographic and geographic challenges facing Social Care. One of the things to mitigate this would be to consider a really creative approach to recruitment such as sweeteners. Concerns have been raised about the use of market supplement payments which can create equality issues,

golden hellos which can upset long standing staff members. There is a need to try and work out a scheme which can be an incentive for new staff, but also encourages existing staff to help the workforce. Schemes such as Refer a Friend whereby when anyone highlights to a neighbour/friend/family introduced them to apply and they are successfully appointed they would both receive an incentive. This can encourage staff to speak positively of their services and also mitigate any inequalities of such schemes. Another area which will be looked at is the support from managers, from the outset, of sickness absence, recognising that long-term absences in particular can place significant pressure on teams. A Project Brief has been developed to get any schemes established, running and communicated and also in recognition the pressures being faced due to levels of sickness absence work ensuring managers are able to support staff from the onset of sickness and to ensure a robust Occupational Health service is in place. Work to upskill managers and to look at bringing people who are off sick, and able to come back to work but not at their dull duties, on lighter duties.

Following a query regarding the reasons for staff leaving services it was noted that the retention rate for Social Care has improved than three years ago. It was agreed that a brief paper would come to a future meeting. **Action:** Stephen and Craig.

6. Community Nursing Workforce

As discussed within item 4.

7. Induction Updates

Ally provided an update on the work done to date for NHS Orkney including the initial survey sent out on how staff felt when they came into the organisation. Following the results of this survey, work commenced to develop an induction programme which was a codesign approach with short life working groups established inviting colleagues across NHS Orkney to ensure representation from all services. There was also 1:1 meetings with managers and services to ensure the right information was included. The induction programme is available to support managers with new starts and the process continues to evolve to take into consideration feedback and to apply changes where appropriate. New starts are being issued welcome packs along with their contracts to enable information to be shared as soon as possible. There are no aligned induction weeks, while managers do not have to use this as a start date, it is encouraged as the candidate can do all the mandatory training on their first week.

It was agreed to ask the Council to provide an update at the next meeting. **Action:** Stephanie.

8. Psychiatric Liaison Model Update

A paper was presented to the IJB in June 2023 to look at a proposed Mental Health Model of Care which will both support resources required when the mental health transfer bed is utilised but offer wider additional service delivery. One of the proposals was to establish an all-age Psychiatric Liaison Model who would be the

first call for staffing the transfer bed, who would not be case holders. This paper was approved at the IJB and has been discussed at the Joint Clinical and Care Governance Committee. Work continues to identify funding to progress as the current model is not sustainable.

9. All Age Learning Disability Service

It was queried if there was an update, and if there has been any engagement, with the staff in the team. The concern, it was noted, is there appears to be a lack of direction on the future of the team and progress on work previously done within this team. It was agreed that Danny and Lynda would meet to have an initial discussion.

Action: Stephanie.

10. Finance Update

The financial positions of both NHS Orkney and Orkney Islands Council were noted. It was also noted the importance of ensuring that any decisions taken in the short term to help address the financial gap does not create long term problems.

It was advised that although the IJB has a significant deficit from an NHS perspective the operational budgets are almost online however the savings target of £2.4 million continues to be a significant challenge. Work will continue to look at all aspects of spend to ensure where there are opportunities to be more efficient these are taken. It was noted that although there had been identified savings in relation to Set Aside, the service had been advised that these would not contribute to the savings target. Following discussions on the savings target, it was agreed that NHS Staff Side representatives would challenge this figure on why it is in place and to reflect attainable targets. **Action:** NHS Staff Side representatives.

11. AOCB

None.

12. Date of Next Meeting

Thursday, 14 March 2024: 11:00 – 13:00.