

Shetland NHS Board

Minutes of the public Shetland NHS Board Meeting held at 09.30am on Tuesday 11th February 2025 via Microsoft Teams

Present

Mr Gary Robinson	Chair
Mrs Natasha Cornick	Non-Executive Board Member (Vice-Chair)
Mr Colin Campbell	Non-Executive Board Member
Prof Kathleen Carolan	Director of Nursing & Acute Services
Mr Lincoln Carroll	Non-Executive Board Member
Mr Brian Chittick	Chief Executive
Mr Joe Higgins	Non-Executive Board Member (Whistleblowing Champion)
Mrs Lorraine Hall	Director of Human Resources & Support Services
Mrs Kathy Hubbard	Non-Executive Board Member
Dr Susan Laidlaw	Director of Public Health
Mrs Emma Macdonald	Local Authority Member
Mr Colin Marsland	Director of Finance
Mr Bruce McCulloch	Employee Director

In Attendance

Ms Jo Robinson	Director of Community Health & Social Care
Mr Karl Williamson	Head of Finance and Procurement
Mrs Carolyn Hand	Corporate Services Manager
Mrs Pauline Moncrieff	Board Business Administrator
Ms Millie Boulton	Board Business Manager (minute taker)
Mrs Lucy Flaws	Head of Planning and Performance
Mr David Wagstaff	Head of Estates and Medical Physics
Mrs Edna Mary Watson	Chief Nurse Corporate
Ms Amy Gallivan	Senior Communications Manager

Chair's Opening welcome

The Chair welcomed the members of the board formally congratulate Dr Pauline Wilson and Mr Gordon McFarlane on behalf of the board, for both being awarded OBEs in the New Year's Honours List. He continued by congratulating Kathleen Carolan for winning the Collaboration Award from the Aberdeen Convention Bureau, Henry Oldbury on completing the Level 3 Modern Apprenticeship in Engineering Maintenance, Maddie Hendry who has also completed a modern apprenticeship in Healthcare Support, Clinical, and finally Wendy Henderson, Alcohol and Drug Development Officer, who at the end of last year graduated from the University of Stirling with a Masters in Substance Abuse.

The Chair formally noted the Board's thanks to all the staff working extra shifts, providing mutual support to teams, and being flexible in changing shift patterns during whilst the hospital is extremely busy due to a number of combined pressures, including the inability to transfer patients to a more suitable care settings, and staff sickness levels in both hospital and community teams. They continued to note the ongoing flexibility and professionalism of the staff as every effort is made to limit disruption to patient services.

The Chair finally noted their appreciation to see the publication of the community facing brochure of the board's Strategic Delivery Plan in January. The shorted document was distributed to a number of venues and hopefully accessible to all, setting out the direction of travel and key objectives to support decision making.

2024/25/59 Apologies for Absence

Apologies were received from Mrs Gaynor Jones

2024/25/60 Declarations of Interest

There were no declarations of interest

2024/25/61 Quality Report

Professor Carolan presented the paper, focusing on feedback from various stakeholders including notable feedback on career development barriers for healthcare support workers, positive feedback from physiotherapist working with children and young people, and varied feedback from patients. Finally there was interesting feedback from young people attending a workshop hosted by the Shetland Children's Partnership, noting their current understand of the disease consequences of alcohol and drugs.

ACTION: No actions noted

Discussion

The Chair thanked Professor Carolan for a comprehensive report. Mrs Macdonald expressed her appreciation for the report, particularly the section on healthcare support workers, and the level of support provided to help them progress with learning opportunities. Mrs Hubbard echoed Mrs Macdonald's sentiments, and hoped that finance was not a barrier to people looking to develop themselves personally or professionally.

Mr Campbell stated his admiration for the 360 feedback provided from the Physiotherapy team as an example of best practice as we move towards being a learning organisation. The Chair thanked Mr Campbell with the caveat that he was aware that 360 feedbacks can be very time consuming.

Mr Carroll said that he was interested in the research from open FASD and was impressed regarding young people's awareness. Mrs Flaws continued that there is a review by Public Health Scotland towards the end of 2024 that will return with recommendations from Scottish Government regarding a change in conversations towards alcohol.

DECISION: The report is noted by the Board

2024/25/62 Healthcare Associated Infection Report

Professor Carolan reported good compliance with infection control measures within the report, and potential upcoming independent inspections were noted.

ACTION: No actions noted

Discussion

The Chair thanked Professor Carolan for the report.

DECISION: The report is noted by the board

2024/25/63 Financial Performance Management Report 2024/25 at Month 9 (April to Dec)

Mr Marsland presented the paper to the board, reporting that to date the board was £2.5 million overspent, a similar number as reported at the same time of financial year 2023-2024. The underlying causes of the overspend are has been previously identified to the board. The board was working to a year end out turn position at £1.4 million of overspend as its forecast. Mr Marsland continued that Scottish Government will be giving all NSH boards additional money, prior to the end of the financial year which would take down the current overspend to £1.3 million

ACTION: No actions to be noted

Discussion

Members discussed for the avoidance of any doubts that cost constraints would not produce compromises to patient care, with Mr Marsland answering that mitigation would be around limiting spend on travel off-island, and using technology as much as possible. The Chair agreed with Mr Marsland, and Dr Chittick continued that an email sent to out to staff was also along those lines, around cost savings in non-pay aspects and that a lot of hard work has gone into aligning the financial position. There was a query surrounding the reason behind an uptick in costs in March compared to January and February, which was answered by Mr Marsland that there is a great deal more scrutiny of outstanding issues for NHS boards due to the financial year end, and that the NHS inflation rate for 2024/2025 was still to be agreed.

Professor Carolan said that there are staffing resources in place to ensure that there are safe staffing levels, and that a risk based approach was being taken.

DECISION: The Board noted the paper

2024/25/64 2024/25 Performance Report Quarter 3 (October to December 2024)

Mrs Flaws presented the paper to the board, highlighting the below themes.

- Challenges with delayed discharges
- Pressures in community care, with few or sometimes no residential care beds available, very high levels of agency staff across residential care and community care and similar pressures also in the social work team
- Positive developments included successful recruitment in certain areas, and an overall recent reduction in use of supplementary staffing. Also to note that Acute's use of International Recruits and some supplementary staffing has had a stabilizing effect on teams

ACTION: No action to be noted

Discussion

Mrs Hubbard asked how when the temporary funding for hospital was due to expire, which Mrs Flaws answered was August 2025, but Professor Carolan continued that Scottish Government were likely to continue funding. Mr Carroll praised the uptick in mandatory training taking plan as a way to skill and retain the workforce.

Mrs Cornick questioned why the organizational appraisal rate is low, and low in comparison to the rest of Scotland, which was answered by both Mrs Flaws and Lorraine Hall. Both answered that it was not due to the systems as the whole of Scotland utilize it, but that there is work going ahead with colleagues to improve.

Mrs Macdonald came back to question delayed discharge, which Jo Robinson gave an overview of the complexities in the care systems, including the outcome of the Care Inspectorate report for the Walter and Joan Grey care home, which distilled whilst there are significant struggles for

beds for various reasons, even if more beds were available, they would not necessarily go to patients that has delayed in discharge, as there may be a need for use by an individual with a higher risk in the community. Further discussion was given to the hospital at home concept, with Professor Carolan providing further context to the multidisciplinary approach.

The Chair questioned the higher current levels of Freedom of Information (FOI) requests and what was being done to tackle that. Mr Chittick responded that that is correct, but that a new Corporate Records Manager had recently joined the health board, and that conversations are occurring to signpost to information that is already published, versus the specificity of some of the FOI requests. Mr Marsland also described the new software that is going to speed up the administration.

DECISION: The board noted the paper

2024/25/65 Health and Care Staffing Act; Internal Compliance Report Q3

Edna Mary Watson presented the paper to the board, providing an update on the implementation of the Health and Care Staffing Act, including;

- Providing an overview of the progress made across services despite organizational pressures and staff capacity challenges.
- Clinical advice and Reporting: Highlighted the availability of clinical advice for staff across a 24/7 timeframe, including out-of-hours support through silver command. Encouraged staff to report adverse events and recurring risks. Noted the beginning of formal reporting on staffing challenges.
- Policies and Procedures: Presented the development of procedures to support safe care and practice. Mentioned that the quarter four report will be included in the annual report, to be presented at the board meeting in April and submitted to Scottish Ministers by April 30th 2025.
- Agency spend: Reported no returns for agency spend exceeding 150% of the substantive cost of staff members for the third quarter.
- Shared details of the second meeting with the Healthcare Improvement Scotland healthcare staffing team held on December 20. The team commended the report format and raised no concerns. Mentioned the use of flash cards to highlight challenges, particularly around E job plans, and noted support from the national team to progress locally
- Monitoring and Compliance: Shared details of the second meeting with the Healthcare Improvement Scotland healthcare staffing team held on December 20th 2024. The team commended the report format and raised no concerns.

ACTION: No action noted from the board.

Discussion

Discussion began with Mrs Hubbard emphasizing that prior to legislation the board has always been concern with safer staffing levels. Edna Mary Watson acknowledged this but stated that it also provides better evidence to discuss funding and staffing needs with the government. Mr Marsland suggested that a fuller picture in future could include bank staff. A positive note was made that the Community Health and Social care services directorate were moving in a positive direction linking the health roster with payroll. Mr Higgins asked about the success criteria for the rollout of safe care and whether it would be tailored to specific disciplines. Edna Mary Watson clarified that safe care would be implemented across all defined professions and areas. Emphasized the importance of embedding the health roster first, as it links to payroll. Highlighted the benefits of safe care in providing evidence for staffing levels

and patient acuity. Professor Carolan added that safe care data will improve workforce planning and skill mix, going on to mention ongoing discussions with Scottish Government about funding for the workforce lead to support the legislation.

DECISION: The board noted the paper

2024/25/66 Blueprint Improvement Action Plan Update

Mrs Carolyn Hand provided an update on the action plan from the self-assessment against the blueprint for good governance from November 2024.

ACTION: Carolyn Hand to bring the action plan back to a board development session in October to review progress and identify actions to carry forward to the next self-assessment process.

Discussion

The Chair emphasized the importance of embedding good governance across the organisation, and highlighted that it is a collective responsibility and not limited to those with specific actions

DECISION: The board noted the paper, highlighting an action.

2024/25/67 Corporate Governance Handbook: Section 3- Standing Orders

Carolyn Hand presented the standing orders for board review to ensure they are fit for purpose. Noted that any changes would require approval from the Scottish Government. Emphasized the importance of board members reviewing their register of interests and reporting any changes within a month.

ACTION: No action noted from the board.

Discussion

The Chair Advised board members to refer to the Standards Commissioner's website for guidance on what should be included in the register of interests. No further questions were raised.

DECISION: The board accepted the paper.

Approved committee minutes for noting

- Area Partnership Forum meeting held on 7th November 2024

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DECISION: The board accepted and noted the minutes

Date of Next Meeting: Tuesday 29th April 2025 at 9.30am.