**Summary of staff concerns and discussion at Systems Leadership Team meeting 5 August 2021**

Etta MacKay Re-iterating concerns to senior management expressed by staff - summary points are noted below:

1) relentless churn in the system

2) patient safety and risk

3) poor patient pathways and perception of premature discharge of some patients

4) staff are exhausted and at breaking point - shortage of staff means unable to get away from place of work for a break

5) worried for their personal safety in some areas and the difficulty presented with some situations, plus the time it is taking to solve these issues

6) serious concerns about making errors and mistakes and the pressure this puts on them as clinicians

7) staff do not like the culture adopted now of moving them around the hospital to cover gaps in other areas

Ø Staff seeking answers and how some of the issues can be resolved

Ø Acknowledgment of the concerns and recognition of the whole system pressure – all areas are experiencing significant challenges

Ø No quick fix and unsure of solutions in short term

Ø Ideas from staff on how to solve the issues would be most welcome

Ø EM clarified the concerns are not from one specific service - duty bound to raise with management & make staff aware this has been done

Ø Recruitment is a priority and lots of work ongoing to make this more targeted and ensure we have the correct staff numbers required

Ø Right care right place campaign ongoing - the aim being to reduce ED attendance

Ø Both of above hopeful to alleviate some pressure

Ø Assurance provided the issues & pressures are being raised at every level including with the Scottish Government

Ø Encouragement to use tools including dependency tool to evidence and inform where additional support is required

Ø How do we communicate to staff that their concerns are being listened to, work is being undertaken to address the issues, including escalation to SG level - communication and feedback to staff crucial

Ø Staffing levels a major contributing factor

Ø Support services - the volume of work is well in excess of what the existing staff is able to support. Cannot keep taking on projects with insufficient staffing - departments unable to deliver on asks of Board - generates feelings from staff they are letting the organisation down

Ø Not all staff have the resilience to cope with difficult circumstances Ø Visibility and communication from senior management important to staff

Ø Can focus on a topic at the next Ask Me Anything session and for the next CEO video update

Ø Remobilisation plan could specifically focus on actions as a Board in response to the issues

Ø Cannot remobilise fully unless the workforce is in place – significant workforce challenges in all areas

Ø Also need to consider thanking teams – how is this being captured to ensure the positive aspects are shared and communicated

Ø Thanks particularly to staff who are moved to work outwith their area

Ø Ensure pathways of care are robust and patients are seeing the correct people at the correct time