

**Minutes of One Hundredth and Twenty Second Trust Board Meeting held on Thursday 23<sup>rd</sup> May 2019 at 10:00am in the Lecture Theatre, MDEC, Causeway Hospital, Coleraine**

**Present:**

Mr R McCann	Chairman
Mrs J Welsh	Deputy Chief Executive/Director of Operations
Mr O Harkin	Executive Director of Finance
Mr G Houston	Non-Executive Director
Mrs V Callaghan	Interim Executive Director of Social Work
Mr G McGivern	Non-Executive Director
Mr J McCall	Non-Executive Director
Mr P Corrigan	Non-Executive Director
Mr S O'Reilly	Executive Director of Medicine
Mrs G McGahey	Non-Executive Director

**In attendance:**

Mrs E Brownlees	Director of Human Resources
Mrs B Donaghy	Divisional Director of Strategic Planning and Business Services
Mrs M O'Hagan	Divisional Director of Surgical and Clinical Services
Mr N Carson	Head of Communications
Mrs C Kirk	Boardroom Apprentice
Miss K O'Kane	Executive Office Manager (Minute Taker)
Dr P Corr	Head of Psychological Services (for Mr Oscar Donnelly)
Mrs N Ashford	Organisational Development Practitioner, Human Resources (attending as part of induction)

**TB46/2019**

**Apologies**

Apologies were received from:

- Dr Tony Stevens, Chief Executive
- Mr William Graham, Non-Executive Director
- Mr Oscar Donnelly, Divisional Director of Mental Health, Learning Disability and Community Wellbeing
- Mrs Phil Hughes MBE, Divisional Director of Community Care

**TB47/2019**

**Conflicts of Interest/Declarations of Interest**

There were no conflicts of interest declared.

**TB48/2019**

### **Chairman's Report**

Mr McCann began his report by congratulating Dr Stevens, as Chair of NICON, on the recent, very successful NICON Conference that he had attended. There had been a record number of delegates, with the Reach for the Stars Choir providing the entertainment and a number of Trust staff involved in a Breakthrough Leaders event. It was also the first time for all 4 nations to have their Permanent Secretaries for Health speaking at any conference. Mr McCann said it was a great credit to Dr Stevens and the NICON team.

Mr McCann had also visited the Elective Care Cataract Centre on the Mid Ulster Hospital site, which has been in operation from December 2018. Mr McCann remarked on the enthusiasm and commitment of the staff involved and also on the collaborative work being done with the Western Trust. He added that the service is limited presently due to physical capacity. There was a short discussion on the governance arrangements and Mrs O'Hagan said that the Daycase Elective Care Centres Project Board is preparing a consultation paper to cover the management / governance framework for the elective centres. This consultation is due to launch in the Autumn.

Mr McCann referenced recent correspondence from the Department of Health on a recent High Court Judgement. The Trust will work through any implications.

**TB49/2019**

### **Chief Executive's Report**

In Dr Stevens' absence, Mrs Welsh presented the update. Mrs Welsh also reflected on the success of the NICON Conference and thanked Trust staff for their support and attendance.

In respect to Unscheduled Care, the Antrim Emergency Department has had its busiest day ever. The service remains under pressure but staff remain in control and resilient.

Mrs Welsh told Trust Board that the Northern Area Prototype/Change Plan was presented to the Transformation Implementation Group (TIG) and the Trust has been working with local General Practitioners and integrated care to develop the partnership. TIG was very enthusiastic and the Trust has been asked to test its' prototype with a view to it becoming the way

forward for local commissioning and planning, subject to the outcome of the pilot. TIG was also supportive of the resource paper submitted. The prototype will be the subject of a Trust Board workshop in due course.

**TB50/2019**

### **Account of Patient/Client Experience**

Mr McCann introduced and welcomed Caroline Diamond, Head of Maternity Services and Maxine Woods, Midwife, to Trust Board. Mrs Diamond then conducted an interview with Maxine, which included her career path to date and what support staff receive when things go wrong. The provision of maternity services can be a very emotive area for both families and staff. Maxine described how she felt about working in Causeway Hospital and the support she received both in her day-to-day work and during a difficult event. In respect to the process of dealing with incidents, Maxine felt she had learnt from the experience and the recommendations made had enabled her to reflect on her practice in a positive manner. Mrs Diamond said her focus as a manager was to ensure midwives are supported in difficult times.

Mr Corrigan asked if there was anything the Trust Board could do to improve the service. Maxine replied that it would be more staffing; the use of locum staff presents a challenge. There is also no neonatal unit in Causeway but staff have been trained in the appropriate procedures for stabilising babies for transfer, if required.

Mrs Diamond then gave a quick overview of the 100<sup>th</sup> water birth and the family's experience. This had been a very positive experience for the mother and she had become a great advocate for water births. Mrs Diamond was also focused on increasing the number of water births and perhaps the number of birthing pools available. Mr McCann asked about the percentage of home births in the Trust. Mrs Diamond advised that this was approximately 1.48%, which was the highest in the region. Mr McCann thanked both Mrs Diamond and Maxine for attending.

Mrs Callaghan noted that the attendance today illustrated the Trust's focus on developing midwifery led services.

**TB51/2019**

### **Minutes of Meeting held on 28<sup>th</sup> March 2019**

The minutes of the meeting held on 28<sup>th</sup> March 2019 were agreed as an accurate record on the proposal of Mr McGivern and seconded by Mr McCall.

**TB52/2019**

### **Matters Arising**

#### Absence:

Mrs Brownlees outlined the number of hours lost to flu-like illnesses versus those lost to mental health and noted that 34% of absence in 2018/19 was attributed to mental health conditions. This continues to be a focus of Occupational Health and Human Resources.

#### Mental Health Benchmarking:

Mr Harkin will present on Benchmarking at a future Trust Board workshop.

**TB53/2019**

### **Integrated Governance Framework**

Mr McCann spoke to the framework and explained that this was an opportunity to future proof the Integrated Governance Framework and examine how the current committees are performing. Mr McCann, Dr Stevens and Mr Graham had met with governance staff and there had also been input from the Senior Management Team into the framework and supporting structure. He intended to focus on the Board subcommittees and noted that a number would remain the same; Audit, Charitable Trust Funds and Assurance. There will be a new Performance and Finance Committee, which will perform a scrutiny function and review reports both pre and post Trust Board. There will be three Non-Executive members and the Deputy Chief Executive, Director of Finance and Divisional Director of Strategic Development will be in attendance. The committee will meet approximately six times a year.

The Strategic Change and Improvement Committee will have a monitoring focus and would meet quarterly with three Non-Executive and three Executive members with a Non-Executive Chair.

It is proposed that the Equality, Engagement, Experience and Employment Group (EEEE Group) will have the Deputy Chief Executive as a Chair with one Non-Executive member due to the public involvement focus.

Mr McCann added that Non-Executive Directors and the Chief Executive were welcome to attend any

committee as they wish.

Mr Houston inquired as to where the Social Work statutory functions would be considered. Mrs Callaghan said she would be co-chairing the Standards, Compliance and Regulation Steering Group and would be reviewing both the reports from the visits to Children's Homes and the oversight and governance of residential facilities.

Mr McCall welcomed the change of focus and the opportunity for Non-Executives to contribute to discussions and Mr Corrigan welcomed the opportunity to reflect, take a step back and review the arrangements. He also asked that whilst there is an element of running with the process to see how it would work, and to identify any gaps, it would be beneficial to build in a review period. Mrs McGahey added that she would like the framework to be subject to ongoing review.

Mr Houston asked where reports from external organisations would be considered. Mrs Welsh said this would depend on the topic, for example, reports from the Patient Client Council would likely come to the EEEE Group.

The following actions were agreed:

- The titles of staff are to be updated and standardised across the Terms of Reference
- Reference to the existing committees, for example, Audit, etc., will be made to the framework.
- Mr McCann will liaise with the Non-Executives to identify who will sit on each committee and report back at the next Trust Board meeting in June.

Trust Board approved the Integrated Governance Framework and the associated Terms of Reference.

## **TB54/2019**

### **Performance Report as at 30<sup>th</sup> April 2019**

Mrs Donaghy began the Performance Report by asking Mrs O'Hagan to speak to the 14-day Breast Cancer position at the end of April 2019. Mrs O'Hagan noted that demand continues well above core capacity including the additional waiting list capacity provided on a weekly basis and that the sick leave of a team member had further decreased capacity, along with the bank holidays during April. The Trust is in the process of recruiting a 4<sup>th</sup> surgeon, which will increase the resilience of the service. Mr McCall asked if the funding

for this post had been confirmed and Mrs Welsh advised that it was.

The position at the end of April was 27% of patients seen within 14 days, and a longest wait of 27 days. Mrs O'Hagan was hopeful of an improvement in June and noted that as of a date in early May the breast surgeons were no longer participating in the General Surgery rota. Mrs O'Hagan continues to actively manage and monitor the situation.

Mr McCann inquired if the 27-day wait was an outlier and Mrs O'Hagan said it was. There was discussion on whether patients were at risk and it was agreed that Mrs Welsh would seek a clinical view around longer waits.

Mr McCann further queried if the Trust would work with colleague Trusts to enhance capacity and if there was a forum to discuss issues at a regional level. Mrs O'Hagan replied that they would as a matter of course but there is little additional capacity across the region. All Trusts are facing similar issues. Mrs Welsh added that there are regular performance meetings with the Health and Social Care Board (HSCB) and a specific Breast Services Performance Meeting. The Trust continues to have discussions with the HSCB and the Public Health Agency recognises the concerns. Mrs McGahey referred to the previous position whereby the Northern Trust had supported the Southern Trust with provision of breast assessments and the impact this had on performance. Whilst accepting that staff are doing their best, Mrs McGahey expressed her frustration and asked if there was a solution in sight? Mrs O'Hagan and Mrs Welsh both responded that there is no additional capacity in the system and demand has increased all across the region. Mrs McGahey asked if there was an interim solution. Mrs O'Hagan iterated that the Trust will continue to provide the service, utilising all waiting list funding and there was some addition breast capacity with the surgeons not on the emergency surgery rota. This capacity is divided out between breast assessment and breast surgery for confirmed cancers.

Mrs Donaghy added that there was recognition by the Permanent Secretary that waiting lists cannot be solved by Trusts at present. Extra funding and service transformation will be required.

Trust Board noted that the Breast Care Assessment Consultation was ongoing.

Referrals waiting over 12 months:

Outpatients: Mrs Donaghy said that this was a

mammoth issue that would take both time and further investment to resolve.

**AHP Waits:** The additional waiting list monies have now ended and the Trust will need to optimise its' relatively positive position. Mrs Donaghy added that the service would be looking in-depth at waiting times, demand and referral patterns.

**CAMHS:**

Mrs Callaghan reported that she had discussions with her regional colleagues on reviewing the information included in the performance reports. The Northern Trust has been recording referrals to its Single Point of Entry from April 2018, which has meant the number of referrals is higher than regional counterparts. CAMHS is organised differently across the region but Mrs Callaghan was of the view that including referrals to SPOE was the right thing to do. Any change to the reporting will also affect the CAMHS Performance Improvement Trajectory. The service is projected zero breaches by early 2020. Mr Houston said the headline point is that the Trust has had zero Step 3 breaches since 2015.

**Antibiotic Prescribing:**

Mr O'Reilly informed Trust Board that this was the first time antibiotic prescribing was included in the report. There is a regional, national and worldwide focus to reduce antibiotic usage. He advised that further clarification on the data would be needed and the report would become more understandable and meaningful to the Trust's position. Mr Corrigan mentioned that the Northern Trust had the highest level of prescribing in Northern Ireland and he would be keen to understand why. Mr O'Reilly agreed with this point. More data analysis would be needed and the Trust has brought in an information analyst to assist with this.

**Absence:**

Mrs Brownlees told Trust Board that the Trust had met its absence target for the 2018/19 financial year with a year-end position of 6.59%. The target for 2019/20 will be confirmed in due course but is likely to be around 6.26%.

**Other Matters:**

Mr Houston expressed the view that these standards, as currently stated, are impossible for Trusts to meet. Mrs Welsh said these were ministerial targets and are not open to change at present.

Mr McGivern made reference to the increase in the number of female patients absconding and asked for a background to this. Mrs Welsh will check this with Mr Donnelly. He also referred to the increase in 12-hour breaches in Causeway, up 40% from April. Mrs Welsh provided an explanation including an update on recent recruitment exercises.

## **TB55/2019**

### **Finance Report as at 31<sup>st</sup> March 2019**

Mr Harkin presented the end of year position, which showed a surplus of £62,000. He referred to the directorate positions as outlined in the report and advised that there were no new issues. Demography funding had been allocated to Mental Health and Community Care.

Mr Harkin drew attention to the spend on bank nursing and the amount spent on non-contract agencies. This would be a focus for the year ahead, as would the use of medical locums. Mr Harkin and Mr O'Reilly would take this forward. Mr McCann asked about the increase in spend in the Medicine and Emergency Medicine division. Mr Harkin said this was due to workforce issues in the division, particularly in Antrim Emergency Department. Mr McGivern referenced the reduction in spend on Estate schemes and Mr Harkin confirmed that this was in revenue schemes and was due to a downturn in work completed.

Mr Harkin noted that the Trust had delivered on its' savings targets and that the Trust had a break-even position on its' Confidence and Supply monies, and on its' capital position. It has not yet received a financial allocation for 2019/20.

Mr Houston commended the Trust on what has been achieved, whilst acknowledging the challenges it will face in the new financial year. Mr Harkin said the outcome achieved was due to the hard work of the directors and their teams.

## **TB56/2019**

### **Health and Social Care Values**

Mrs Brownlees gave a short presentation on the new Health and Social Care Values. She acknowledged that the Trust's own values had been launched in Causeway Hospital four years previously and that of the four new values; three were common to the Northern Trust. There will be a rebranding and a communication strategy developed. It will also be linked into the



Northern Area Prototype as the values are common to all of Health and Social Care, including General Practice. A member of Trust staff has designed the regional poster.

Mrs Brownlees asked for endorsement from Trust Board for the values and the personal commitment of members to embed the values.

Trust Board endorsed the values.

**TB57/2019**

### **Workplace Health and Wellbeing Charter**

Mrs Brownlees reported that the Workplace Health and Wellbeing Charter had been produced by the Healthier Workplaces Network and a number of Trust representatives had been involved. Trust Board were asked to endorse the charter as a statement of intent. Dr Corr told Trust Board that the Trust was very well placed to meet the 6 commitments of the charter. Mr Houston referred to recent media reporting of stress levels in the NI Ambulance Service and commented that this is not unique to that branch of the service. Mrs Brownlees agreed with this sentiment and the Trust is looking at how stress can be managed. Dr Corr added that the Trust is on the correct path in respect of stress management.

Trust Board approved the signing of the Charter.

**TB58/2019**

### **Business Cases**

#### Mechanical Infrastructure Works:

Mr Harkin gave a brief on the business case and said there was an increase of £100,000 on the previously agreed case. Mrs McGahey requested that, in future, business cases that required additional expenditure must be brought back to Trust Board at an earlier point. Mr Harkin accepted this point.

Trust Board then approved the business case.

#### Cookstown Community Services:

This business case had been amended with a different preferred option and was within the amount previously agreed.

Trust Board approved the business case.

#### Mental Health ePEX Replacement Project:

Mr Harkin presented this business case for approval. It

had previously been agreed in December 2017 and the Trust now had an opportunity to procure at a cost of £1.4m. There may be additional costs in the future if the Trust decides to buy any additional modules. Capital and revenue funding has been supplied by the Department of Health and HSCB.

Trust Board approved the business case.

## **TB59/2019**

### **Board Governance Self Assessment**

Mr McCann informed Trust Board that he had met along with Dr Stevens, Mrs Brownlees, Mrs O’Kane, Assistant Director Governance and Risk Management and Miss O’Kane to review the Board Self Assessment. This had subsequently been shared with Trust Board members who then had the opportunity to review and comment over the past month.

Mr McCann drew attention to a number of points. Firstly, the Trust does not currently meet the requirement for the Board to have a Non-Executive with financial experience; Mrs Brownlees has written again to the Department of Health on this and on the gender balance of Trust Board. Mr Harkin also raised this at the recent Ground Clearance meeting. Secondly, Mr McCann asked Trust Board if they were happy that the Board focused on strategy and performance and did not stray into operational matters. Mr Houston agreed with this and Mr McCall felt that the Board members were able to use their judgement. Mrs Welsh and Mrs Callaghan agreed that the focus of Trust Board was proportionate. Thirdly, Mr McCann reminded committee Chairs that they need to review their Terms of Reference and their performance.

Trust Board noted and approved the Self Assessment, Case Study and Action Plan.

## **TB60/2019**

### **PPI Annual Report**

The PPI Annual Plan had previously been tabled at the Equality, Engagement and Experience Group and Mrs Welsh noted the good work done across the divisions. Mr McGivern added that he was a regional representative for Project Echo and was very reassured by the depth and strength of the work carried out in the Trust.

Trust Board noted the Annual Report.

**TB61/2019**

**Capital Programme as at 31<sup>st</sup> March 2019**

Mrs Donaghy informed Trust Board that the yearend Capital Position was an understand of £852 on a spend of £17 million. This was due to the hard work of all involved in capital, and specifically by the capital planning department; Alison Renfrew, Sharon Ward and Judith MacFarlane and their teams.

**TB62/2019**

**Minutes of Audit Committee – 12<sup>th</sup> February 2019**

Mr Corrigan made reference to the Internal Audit Reports discussed at the recent meeting and Mrs McGahey advised that directors have now been asked to come along to the committee to provide assurance on any Internal Audit Reports that receive a limited assurance. It was noted that Mr O'Reilly had provided an update on both the Management of Medical Staff: Job Planning and the Management of IV Fluids.

**TB63/2019**

**Minutes of Charitable Trust Funds Committee – 14<sup>th</sup> January 2019**

Mrs McGahey reported that there were no major issues to note from the minutes of the Charitable Trust Funds Committee. She mentioned the amount of work that had taken place on expending funds and managing investments.

Mr McCall added that there was an opportunity to highlight the good causes supported by the Charitable Funds and Mr Carson had undertaken to look at opportunities to do so.

**TB64/2019**

**Use Of Trust Seal**

Trust Board noted the instances where the Trust Seal had been used.

**TB65/2019**

**Contract Award Report**

Trust Board noted the Contract Award Report.

**TB66/2019**

**Property Matters**

Rathmoyle: Mr Harkin informed Trust Board that the disposal of Rathmoyle Residential Home, which had previously been agreed in January 2016, would now be actioned. Mrs Donaghy said this was a good piece of news and represented a good outcome for both the Trust and the local area.

**TB67/2019**

**Public Questions**

There were no public questions.

**TB68/2019**

**Any Other Business**

Mr Corrigan asked that Trust Board acknowledge the recent success of the Organisational Development staff on their recent award as the HR/Learning and Development team of the year. He said it was a great reflection of their sterling work.

Mr McCall asked if there would be any implications for the Trust due to The Open golf tournament. Mrs Welsh said an update and a briefing would be provided to Trust Board in advance of the event.

Mr McCann concluded by officially recorded his thanks, and those of Trust Board, to Mrs Brownlees on this her last attendance at Trust Board. He also thanked her for carrying out the role of Head of Office for the previous three years.

**TB69/2019**

**Date of Next Meeting**

Thursday 27 June 2019 at 10am, Trust Headquarters, Antrim Area Hospital