

**Minutes of One Hundredth and Twentieth Trust Board held on
Thursday 24 January 2019 at 10:00am in the
Boardroom, Trust Headquarters, Bretten Hall, Antrim Area Hospital**

Present:

Mr R McCann	Chairman
Dr A Stevens	Chief Executive
Mr W Graham	Non-Executive Director
Mr O Harkin	Executive Director of Finance
Mrs G McGahey	Non-Executive Director
Mrs V Callaghan	Interim Executive Director of Social Work
Mr G McGivern	Non-Executive Director
Mr J McCall	Non-Executive Director
Mrs E McEaney	Executive Director of Nursing and User Experience
Mr P Corrigan	Non-Executive Director
Mr S O'Reilly	Executive Director of Medicine

In attendance:

Mrs J Welsh	Director of Operations/Deputy Chief Executive
Mrs E Brownlees	Director of Human Resources
Mrs B Donaghy	Divisional Director Strategic Development and Business Services
Mrs M O'Hagan	Divisional Director Surgical and Clinical Services
Mrs P Hughes, MBE	Divisional Director of Community Care
Mr N Carson	Interim Head of Communications
Mrs C Kirk	Boardroom Apprentice
Miss K O'Kane	Executive Office Manager (Minute Taker)
Audrey Harris	Assistant Director, Medicine & Unscheduled Care

TB1/2019

Apologies

Apologies were received from:

- Mrs Wendy Magowan, Director of Medicine and Emergency Medicine
- Mr Oscar Donnelly, Director of Mental Health, Learning Disability and Community Wellbeing
- Mr Glenn Houston, Non-Executive Director

TB2/2019

Conflicts of Interest/Declarations of Interest

There were no conflicts of interests declared.

TB3/2019

Chairman's Report

Mr McCann began by welcoming everyone to the first meeting of 2019 and said that whilst there will be challenges ahead; there was considerable, positive work ongoing. He referred to a presentation later on the agenda on the People RAMP Strategy and the success of the Trust in achieving Investors in People (IiP) accreditation.

In relation to Winter Planning and Performance, although it was still early in the winter season, it was important to reflect on the performance over the Christmas and New Year and this would be done as part of the Performance Report.

Mr McCann also advised that he had visited the Emergency Department of Antrim Hospital on a number of occasions and even though the staff were extremely busy, with a high number of attendances, morale was high and the situation was improving. This was to the staff's credit Mr McCann said and it was reassuring to him.

Mr McCann mentioned that there was a survey ongoing on incident reporting in the Trust and a report on this would come to Trust Board in due course.

TB4/2019

Chief Executive's Report

Dr Stevens also made reference to the IiP accreditation and explained that this was the result of the hard work undertaken in the Trust. He also spoke on the continuing work on further integration of services. Dr Stevens was confident that the Trust was providing good services within its resources.

Dr Stevens informed Trust Board that the Trust was hosting a national Hysteroscopy Conference and also a regional Health and Social Care Quality Improvement Event. He added that Trust staff were getting on and doing amazing work.

Dr Stevens had also attended a recent Board Apprentice Workshop which had been a very positive experience. Dr Stevens invited Mrs Kirk to provide some feedback of her involvement. Mrs Kirk said she really appreciated Mrs Brownlees and Dr Stevens attending the workshop and that she was enjoying her apprenticeship.

TB5/2019

Account of Medical Students' Experience

Mr McCann advised Trust Board that it had not been possible to have a patient experience for the meeting due to the late availability of the patient/client but that it would remain on the agenda for future meetings. He then invited Mr

O'Reilly to introduce those present.

Mr O'Reilly presented Dr Ronan Cunningham, Sub-Dean for Undergraduate Medical Education, and Medical Students Lucia McCormick and Peter Neeson. It was felt it would be useful for Trust Board to hear of their experience in the Northern Trust. Both students are currently in the Cardiology Department. Dr Cunningham then conducted a question and answer session with the two students before they took questions from Trust Board members.

Mr McCann thanked Dr Cunningham and the students for attending. He wished them well in their upcoming examinations. He concluded by saying that the job of a doctor could be tough but rewarding and that the Trust was committed to making it a better place to work.

TB6/2019

Minutes of meeting held on 22nd November 2018 - for approval

The minutes of the Trust Board meeting of 22nd November were, on the proposal of Mr McCall and seconded by Mrs McGahey agreed as an accurate record of the meeting.

TB7/2019

Matters Arising

In relation to the previous minutes the corporate absence report had been shared by Mrs Brownlees, as had the transformation update by Mrs Donaghy. Mr O'Reilly, in reference to, the audit of weekend deaths confirmed there were no specific clinical issues.

TB8/2019

Performance Report - to consider position as at 31st December 2018

Mrs Donaghy began by advising Trust Board that reasonable progress has been made on developing the section on run charts for patient care. Mrs Donaghy referred to the breast services 14 day target, which was showing a sustained position. Mrs O'Hagan and her staff continue to work hard on maintaining this. The AHP Services will reflect in subsequent reports on the year-end position for AHPs, on the impact of the waiting list initiatives in-year.

Mrs O'Hagan then spoke on the elective services SBA and said they have been working with the HSCB on setting more realistic targets that reflect the Trust's capacity. She was hopeful that new targets may be in place for the incoming financial year.

Mr McCann drew attention to the number of cancelled clinics

and Mrs O'Hagan provided a full explanation of the numbers. The figure also includes instances where some clinic details have been amended, for example, location or day of the week. Mr Corrigan asked if this indicated cases in which patients would not be aware of the changes as they would be made before appointments were issued. Mrs Welsh said this was correct. Mrs O'Hagan added that it was likely that a review of outpatient services would be held at a future point and it may also look at administration of outpatient appointments and waiting list management. Mrs McGahey asked if this was a regional issue. Mrs Welsh indicated that it was and all Trusts would have similar issues.

Mrs Harris, on invitation from Mrs Welsh, responded to a question on the decreasing stroke length of stay. Mrs Harris outlined the improvement work undertaken; stroke patients are being admitted directly to the Stroke Unit and have quicker access to rehabilitation. The Trust continues to protect stroke beds and is working along with nursing and regional colleagues to ensure improvement continues.

Mr Corrigan took the opportunity to commend the Trust on the continuing good progress on absence. Mrs Brownlees informed Trust Board that the Trust is extremely close to making the target set for flu vaccinations and that a number of divisions had already met the target. Mrs Brownlees expressed her thanks to all for their hard work

TB9/2019

Winter Performance Update

Mrs Welsh gave a background to performance over the Christmas and New Year period and whilst there may have been fortuitous weather over the period, the performance reflected the amount of planning done by the Trust. Mrs Welsh thanked all the directors and their senior teams for their hard work. All aspects of the service had worked together. Mrs Donaghy then outlined the winter plan and the collective work that had taken place both internally and externally, before presenting a comprehensive update. This update looked at the main areas of work, the main action streams, and a summary of hospital activity. Mrs Donaghy noted that complex discharges remained a challenge on both hospital sites and Mrs Hughes spoke on ongoing concerns with EMI bed provision. Mrs Donaghy then informed Trust Board of the work undertaken by Community Care Staff. Mr McCann asked about regional performance. Dr Stevens responded that it was too early to see overall trends and that a longer view would be needed. The longer term view would also show impact from the Trust's own initiatives, for example, the Nursing Home In-Reach in Causeway. Dr Stevens was cautiously optimistic that a number of small

gains had made a positive impact. Mrs McGahey mentioned that a change in weather over the next few months could still have an impact on performance. Mrs Welsh agreed but pointed out that the work done with staff had helped increase resilience and morale. Mrs Welsh also advised that the management of elective patients was reviewed on a regular basis. Mrs O'Hagan said the cap on elective patients was not without an impact on performance but will continue to be reviewed.

Mr McCall queried if there had been regional collaboration over the period. Mrs Welsh answered that the regional pressures had not been as intense as in previous years but that joint working had continued as it does all year. Mr McCall also commended the excellent report and the work done; this was seconded by Mr Corrigan. Mrs Harris, at Dr Stevens' request, told Trust Board that in recent weeks the acuity and trauma of patients had increased but with help from community colleagues, the Emergency Department was able to recover quickly. The discharge lounge was also beneficial, dealing with approximately 30% of daily discharges. Mrs O'Hagan added that the site co-ordination model in Causeway had also made an impact by building resilience.

Mrs McGahey said that, as a Board, members should acknowledge that improvement cannot be sustained without additional facilities and resources.

TB10/2019

Finance Report

Mr Harkin presented the Financial Position as at 31st December and said the Trust was projecting breakeven on core spend, with a predicted surplus of £1.84m on Confidence and Supply funding, which has been reported to the Department of Health.

The position as at the end of December is a deficit of £140,000. In regard to directorate positions, these remain stable. Medicine and Emergency Medicine and Surgical and Clinical Services are predicting overspends, mainly in relation to nursing and medical costs. Community Care has a surplus of £296,000 but this does not reflect the pressure on statutory homes. Women, Children and Families also continues to project a deficit. Mr Harkin assumes that savings targets will be met and continues to monitor the Confidence and Supply funding. The key risks remain as before and include agency spend.

The Trust's underlying deficit remains at £44million, which is under constant review and is also subject to discussions both regionally and with the Department of Health. Mr McCann asked when the Trust would be informed of their savings

targets for 2019/20. Mr Harkin said it was likely to be by the end of the financial year but that the Trust would begin its preparatory work soon.

TB11/2019

Business Cases:

- **Expansion of Causeway Emergency Department**

Mrs Donaghy requested Trust Board approval for an increase in the Business Case from £220,000 to £350,000. Mrs Donaghy briefly explained the reasons for the increase in costs, that is, some work was not anticipated and new equipment was needed Mrs McGahey asked if there was any evidence of increasing prices. Mrs Donaghy said not materially, the increase in costs were mainly due to equipment requirements.

Trust Board approved the Business Case.

TB12/2019

People RAMP: Investors in People

Mrs Brownlees gave a short presentation and began by giving a brief background to the RAMP People Strategy, the CORE Values and Trust Vision. Mrs Brownlees also outlined the five main themes of the strategy and explained that in order to help evaluate the work, the Trust has applied for Investors In People (IiP) accreditation, would carry out a further staff survey and consider a cultural assessment tool in 2019/20.

Mrs Brownlees was pleased to inform Trust Board that the Trust had been successful in achieving the IiP accreditation, the first in Northern Ireland to do so under the new standard and also the largest organisation in Northern Ireland. Mrs Brownlees said it was a great achievement for the Trust and reflected the amazing work ongoing in the Trust by staff and managers. Mrs Brownlee then gave a short explanation of the IiP assessment and the Trust's results, as well as advising that for some indicators the Trust was already at an established level. This would provide great encouragement for the Trust moving forward.

Trust Board congratulated Mrs Brownlees and the Trust staff on what has been achieved.

TB13/2019

2019 Staff Survey

Mrs Brownlees spoke on the Staff Survey, which will shortly be issued. This would be a shorter survey than the previous one in 2015 and was based on the NHS Employer 2017 survey. The survey will be launched on 4th March 2019 and

the Northern Ireland Statistics and Research Agency would be carrying an independent evaluation. Staff from the Trust's Human Resources department have been very involved in the regional work for the survey.

TB14/2019 Capital Programme – to note position at 31st December 2018

Trust Board noted the Capital Programme as at 31st December 2018. Trust Board were assured that the capital allocation would be spent in year.

TB15/2019 Contracts Award Report – report from October to December 2018

Trust Board noted the Contract Award Report.

TB16/2019 Assurance Committee Minutes – 13th September 2018

Trust Board noted the minutes of the Assurance Committee held on 13th September.

TB17/2019 Charitable Trust Fund Committee Minutes – 1st October 2018

Mrs McGahey noted that there would be a small change needed to the minutes but that she was happy with the increased commitment of staff. Mrs McGahey also commended Mrs McCaig, Assistant Director for her work on Charitable Funds. Charitable Trust Funds will be discussed in more detail at a future Trust Board workshop.

TB18/2019 Use of the Trust Seal

Trust Board noted the occasions when the Trust seal was used.

TB19/2019 Property Matters: Disposals

Trust Board agreed for the Trust to proceed with the disposal of the Mid Ulster Laneway, Magherafelt and Audley Terrace, Ballymena.

TB20/2019 Any Other Business

Write Off of Loss: Mr Harkin proposed the write off of a loss of £8179.50. This was in relation to an overseas private patient who is deceased. Trust Board approved this write off.

TB21/2019

Public Questions

There were no public questions.

TB22/2019

Date of Next Meeting

Thursday 28th March 2019 at 10am.