

Minutes of the One Hundred and Fifth Trust Board held on Thursday 23 March 2017 at 10.00am in the Boardroom, Bretten Hall, Antrim Area Hospital

Present:

Mr R McCann	Chairman
Dr A Stevens	Chief Executive
Mr P Corrigan	Non-Executive Director
Mr S Cuddy	Non-Executive Director
Mr B Graham	Non-Executive Director
Mr O Harkin	Director of Finance
Mr G Houston	Non-Executive Director
Mr J McCall	Non-Executive Director
Mrs E McEaney	Executive Director of Nursing
Mrs G McGahey	Non-Executive Director
Mr G McGivern	Non-Executive Director
Mr S O'Reilly	Executive Medical Director
Mrs M Roulston	Executive Director of Social Work / Director of Women, Children and Families

In Attendance:

Mrs E Brownlees	Director of Human Resources
Mrs B Donaghy	Divisional Director Strategic Development and Business Services
Mr O Donnelly	Divisional Director of Mental Health, Disability and Community Wellbeing
Mrs P Hughes	Divisional Director of Community Care
Mrs P McCreedy	Deputy Chief Executive / Director of Operations
Mrs W Magowan	Divisional Director Medicine and Emergency Medicine
Mrs M Mulholland	Head of Communications
Mrs J Johnston	Minute Taker

Also in attendance were S Greenwood, Chair Trade Union side, Ann-Marie O'Neill RCN and J McNeill, Patient and Client Council.

TBC171/17 Apologies

Mrs M O'Hagan, Divisional Director of Surgical and Clinical Services

TB172/17 Conflicts of Interest

There were no conflicts of interest declared.

TB173/17 Chairman's Report

Mr McCann advised that he had attended the Launch of the IQI Strategy. It was noted that the Chief Executive would refer to this in his report.

Mr McCann advised that both he and the Chief Executive had attended an event in Stormont on 16 February promoting opportunities for children in care. He advised that he had the opportunity to speak to some of the children and they had raised the following:-

- Children in care are stereotyped – please don't
- Our life is reduced to a file – everyone involved in our care can read our file
- The number of changes of Social Worker that we have – can we have some stability
- When a Social Worker makes a promise – please keep it

Mr McCann advised that both he and the Chief Executive had made a Pledge, “to listen more to our young people before acting”.

TB174/16 Chief Executive Report

Dr Stevens advised that he had attended a farewell event for Junior Doctors on 30 January 2017, he had received mostly positive feedback. This event will be repeated again.

Mr Graham had asked if Non-Executive Directors could be invited to the next event.

ACTION – Mr O'Reilly to ensure that Non-Executive Directors are invited to attend future events.

Dr Stevens referred to the Breast Services workshop with the Southern Health and Social Care Trust and progress in developing shared services.

The Commissioner for Older People visited the Trust on 1 February 2017 and responded positively.

Dr Stevens advised that he had attended a very powerful Regional Conference on 9 February 2017, organised by the Rowan Centre and PSNI.

The GMC visit was held on 17 February 2017 and feedback received identified some learning for the Trust. An increased focus on medical education will be taken by Trust Board.

Dr Stevens referred to the Launch of the IQI Strategy which was held on 20 March 2017, it was noted to be a very powerful event which was well attended. Mr McGivern advised that he had attended the event and was genuinely impressed.

Dr Stevens advised that he had completed a series of Chief Executive briefings on the Ministers vision document, Delivering Together.

It was noted that in relation to engaging Commissioners and Department of Health, a visit was hosted to the GP Hub and that Jackie Johnston had visited the Causeway and Mid Ulster hospitals.

Dr Stevens advised that the Deliberative Democracy event due to take place on Saturday 25 March had been postponed. The Trust will link with the Patient and Client Council to promote the event ahead of the re-arranged date.

Mr Houston advised that he had attended the Stewart Whyte Memorial event and wished to register his appreciation to Mrs Roulston and her staff.

Mrs Hughes referred to a recent visit from the Permanent Secretary and gave a briefing on same.

TB175/16 Patient/Client Experience and Employee Experience

- Patient / Client Experience

The Chairman welcomed Mr David Ritchie, service user, Rachel Stevenson, Specialist Stroke Nurse and Collette Edwards, Stroke Research Nurse to the meeting. Rachel provided an overview of the service, she then invited David to tell the Board about his experience.

David described his experience from the time of the 999 call his wife had made up to the present day. David talked about the aspects of the service that most helped and supported him and his family.

Awareness was raised about TIAs.

Mr McCann thanked David, Rachel and Collette for attending the meeting and for the powerful account provided. Members were very pleased to note the positive impact that the Trust's service had made to David's recovery.

- Employee Experience

Next the Chairman welcomed Lorraine Gibson, Area Manager for Supported Housing Development, Residential and Day Care Services.

Lorraine is also the Project Lead for Greenisland House Supported Living and Emergency Planning Co-ordinator for the Emergency Response Team and was invited to attend the meeting to give a briefing of the service to members.

Lorraine advised that within the Civil Contingencies Framework Northern Ireland (Sept 2011), the Trust is required to ensure a state of preparedness to respond to major incidents and civil emergencies.

To meet this requirement the Trust established an Emergency Response Team (ERT).

Lorraine explained that the team is made up of people recruited from the Operational Divisions, who, in addition to their core/primary role, have committed to respond to multi-agency emergencies 24/7, 365 days per year.

Lorraine advised that she is one of the Team's Emergency Planning Co-ordinators (EPCO) and is also a responder who, in the event of a Major Incident or civil emergency, will activate and co-ordinate the Team throughout the response. During a Civil Emergency, this includes notification to the on-call Director, Corporate Communications Department and other appropriate staff, depending on the incident.

Lorraine confirmed that the ERT also responds to civil emergencies within the local community and will facilitate the Multi-Agency Response to the establishment of Emergency Rest Centres.

It was noted that the effectiveness of this Team is enhanced by the collaborative partnerships developed with partner agencies developing an effective response to major incidents. These include PSNI, NIAS, Local Councils and Belfast International Airport.

It was noted that the ERT has been highly commended by other agencies for its response, expertise and professionalism. Other Trusts have considered adopting the model which was created within the Northern Trust.

Lorraine gave an example of an emergency which had been dealt with by the service.

Mr McCann thanked Lorraine for coming and sharing her story about the important role that she held.

TB176/17 Minutes of the previous meeting

The minutes of the meeting held on 26 January 2017 were approved as an accurate record, on the proposal of Mrs McGahey and seconded by Mr McCall.

TB177/17 Matters Arising

- Family Support Targets

Mr John Fenton, Assistant Director Women, Children and Families and Ms Sharon Crawford from the Gateway service were in attendance to provide a presentation on Performance Targets.

A briefing was given on the target for allocation of cases and what happens during this period. The pressures and scrutiny that the Gateway team faces was noted.

Child Protection Case Conferences were referred to and an explanation of the reasons why targets can be breached was given.

Mr Fenton gave a conclusion to the presentation and explained that there are clear reasons that generally explain non-compliance with targets.

The Outcome Star Model being piloted was referred to.

Mr McCann thanked both John and Sharon for attending the meeting to provide a comprehensive overview of the Family Support Targets.

A copy of the presentation would be uploaded to the shared drive for members.

TB178/17 Performance Report

Ms Donaghy advised that she would cover a broad range of 8 or 10 areas within the PDF version of the Trust performance report for February 2017:

- Infection Control
- Outpatient Waiting Times
- Diagnostics
- Cancer
- Unscheduled Care
- Hospital Discharges
- and Psychology Therapy

Ms Donaghy advised that in relation to infection control the Trust was still within the target levels and it was noted that the performance had improved against last years out turn.

Ms Donaghy also noted that outpatient waiting times had increased for those waiting over 52 weeks. This related to demand. It was noted that there was no use of Independent Sector at this time. Mrs McCreedy advised that the Trust position compared favourably against others in the HSCB Performance report, though the growing numbers waiting was a real concern.

Mr Cuddy asked if the total number of people waiting 52 weeks for an outpatient appointment could be added to the report so that it is clear what percentage of people are waiting over 52 weeks.

ACTION – Ms Donaghy to ensure this is added to the report.

Members noted that diagnostic waits had reduced and this was based on additional revenue that had been made available.

It was noted that the lack of capacity for new outpatient referrals did have an effect on the cancer target. The 62 day target for cancer care was noted and remained very challenging.

In relation to Unscheduled Care the 4 hour ED waits were noted and members were pleased to see an increased and sustained improvement at Antrim Hospital since mid January.

Mr McCann referred to an unusual increase in 12 hour breaches in Causeway Hospital in January. Mrs McCreedy responded by advising that Causeway Hospital had come under increased pressure with bed capacity due to a range of factors including the older population and lack of Nursing Home beds.

Dr Stevens reminded members that Causeway ED is locum dependant and that problems with access to community beds, particularly EMI beds had contributed to the problem. The issue had been highlighted to the Department of Health.

Mrs McCreedy advised that the flow in Causeway is challenging and that it is seldom one factor and usually a combination of factors.

It was noted that Causeway Hospital has been in a good position over the past few weeks. Both Antrim and Causeway support each other particularly at times of peaks in demand.

In relation to Triage it was noted that the 2 hour target had been sustained in both sites.

Complex Discharges from acute and sub-acute Hospitals were noted to be recorded collectively across 3 sites, Antrim, Causeway and Whiteabbey. Ms Donaghy advised members that from next month these will be recorded per site.

There was further discussion on the causes of delayed discharges.

In response to a question about Care Planning, Mrs Hughes advised that Care Planning commences from the point of admission and is ongoing during a patients stay in hospital.

The Northern Trust's position was noted at 84% and to be the second best performing Trust as detailed in the HSCB Performance Report.

An increase in the number of Carers Assessments offered was noted. Mrs Hughes advised that 68% was the Trust's average and advised that it has been a concentrated effort.

It was noted that a pilot is being carried out from the 1 April 2017 on a simple 3 page Carer Assessment Form. This should encourage better engagement, as should better access to support.

In relation to sickness absence, Mrs Brownlees advised members that HRPTS had experienced some considerable down time which made it difficult to get an accurate report.

The Trust have written to BSO to highlight their concerns regarding the downtime.

There are also issues with late recording of absence by managers. HR and directorates are working to improve this.

Notwithstanding the issues with accuracy of absence data, the Board considered performance and discussed the various reasons for staff absences.

Mrs Brownlees advised that various initiatives are being taken forward. Members were reminded of the iMatter event on 31 March which they had been invited to attend.

Mrs McGahey advised that it is important to recognise staff who have not had any periods of sickness. In response Mrs Brownlees advised that a Recognition Policy is being worked on.

Dr Stevens acknowledged the demands on staff, particularly in areas of staffing shortages and also commented on the requirement for staff with certain illnesses to stay away from work.

In relation to staff appraisals Mr McGivern asked if the Trust would meet its target. Mrs Brownlees recognised that it would be difficult but that every effort is being made with directorates.

Mr Graham asked if the SAI figures could be updated on the report for next month.

ACTION - Ms Donaghy to ensure this is addressed.

ACTION – Mrs Johnston to add absence to the list of topics for Trust Board Workshops.

TB179/17 Finance

- Finance Report

Mr Harkin advised that the Trust was projecting a break-even position for 2016/17 with a recurring deficit of £23.6m going into the next financial year.

Mr Harkin briefed members on the individual directorate positions highlighting the pressures within Medicine and Emergency Medicine. Spend on locum was also noted. Surgical and Clinical services was noted to be experiencing similar pressures.

Mr Harkin advised that the projected deficit for community care was £2.3m and it was noted that costs associated with domiciliary care, intermediate care beds and nursing/residential homes continued to rise at a rate greater than what had been anticipated in the Trust Delivery Plan. Community Equipment had secured additional non-recurrent funding to address waiting lists for this year.

Mr Harkin advised that the projected deficit for Women, Children and Families was £1.5m and it was noted that additional costs were associated with residential units.

Mr Harkin advised that the projected surplus for Mental Health, Learning Disability and Community Wellbeing was £1.4m relating to vacancies which the Trust had difficulty recruiting to.

Mr Harkin advised that a projected surplus for Nursing and User Experience was £137,000.

In relation to Estates Mr Harkin reported a projected deficit of £0.4m.

Members noted that the Trust continues to work with HSCB and the Department of Health in relation to 2017/18 Financial Planning.

- Procurement Update

Mr Harkin provided a briefing on the procurement update for members.

Direct Award Contracts were referenced and congratulations were noted to managers in reducing the numbers.

In relation to a question from Mr McCann regarding ventilators contract, Mr Harkin advised that he had linked with the Permanent Secretary and PaLS had resolved the issue.

Mr Harkin advised that during 2017/18 the Trust would be taking forward a procurement process with regard to Minor Works Schemes.

In relation to Pharmacy procurement Mr Harkin advised that the recommendations included in the internal audit report are continually monitored.

Mr Harkin made reference to a Social Care Procurement unit with PaLS.

The Trust's reported compliance standard was 87% in relation to Controls Assurance Standard and it was noted that work will continue to improve.

In response to a question from Mr McGivern in relation to the Laboratory Procurement and Contract Management, Mr Harkin advised that the action plan is in place and implementation of outstanding recommendations is being follow up.

It was noted that the Regional Procurement Board would be attending regional public awareness sessions.

TB180/17 Year End RAMP Report

Ms Donaghy advised members that this was a report for the end of the first year of RAMP and was written to reflect on what has been achieved so far and the next steps ahead.

ACTION – Members to forward any comments to Ms Donaghy as soon as possible.

In response to a question from Mr Graham about locality venues similar to Ballymena Health and Care Centre, Mrs Hughes advised that that a similar model has been rolled out in the Mid Ulster area where staff were moved from lease accommodation into the old Thompson House on the Mid Ulster site.

Ms Donaghy referred to need to develop business cases in due course, for some of the prioritised health and care hubs, identified in our Capital Priorities Plan, and the locality mapping exercise was assisting in the planning for this.

Mr Donnelly advised that it can be difficult to integrate teams into one location without capital investment in community facilities.

Mrs McGahey noted the report to be very uplifting and motivating and that it would be a good report for staff. Mrs McGahey noted that the right sizing of Antrim should be emphasised within the report.

In response to a question from Mrs McGahey regarding the audience for the report, Dr Stevens advised that the Trust want to use the report demonstrate that RAMP continues to be relevant and explain what RAMP is doing as an enabler for reform, modernisation and engagement. The audience for the report would be the HSCB, Department of Health, Trade Union colleagues and staff. It is not specifically for the wider public.

Mr Houston advised that he enjoyed reading the report but referred to some of the complex language used which may need to be revisited.

Mr McCall commented that the report was helpful.

In response to a question from Mr McCann, Dr Stevens advised that once the report had been finalised he would plan to share it with the Permanent Secretary and then Directors could use it internally with their staff. Mrs Brownlees will share with Trade Union colleagues and Mrs McCreedy will meet with the HSCB to present it.

Mr Graham asked if Benchmarking could be added to the list of topics for future Trust Board Workshops.

ACTION – Mrs Johnston to note.

TB181/17 Corporate Plan

Ms Donaghy presented the report advising that this was a requirement of the organisation to prepare a four year Corporate Plan. The draft report was discussed. An earlier workshop had been held.

Mrs Donaghy noted that some changes were required to give emphasis to ambitious plans for the service and reform. She would also take the points on RAMP on board for inclusion.

Mr Graham noted that the structure document at the back of the report needed to be updated.

ACTION – Ms Donaghy to amend accordingly.

The Corporate Plan 2017/18 to 2020/21 was approved. Ms Donaghy advised that the report would remain in draft and would be submitted as such. To this effect a copy would not be uploaded to the website following the meeting until its approval.

ACTION – Ms Donaghy to take forward.

TB182/17 Proposal to dispose of Holywell Reservoir

Ms Donaghy presented the proposal to dispose of the Holywell Reservoir to member. There followed some discussion.

The disposal was approved by members.

ACTION – Ms Donaghy to take forward.

TB183/17 Business Cases

- Relocation of RAID

Ms Donaghy presented the Business Case for the relocation of RAID. There followed some discussion and it was noted that the Capital investment paper proposing the relocation of the RAID team did not contain sufficient evidence regarding the need to create additional ambulatory space near Antrim Emergency Department.

Mrs McCreedy gave a verbal update on what the justification was for the moving of the unit which was to free up space in the old Emergency Department.

In conclusion members approved the Business Case on the assumption that the justification part of the paper would be amended accordingly.

ACTION – Ms Donaghy to amend the paper accordingly and to take forward.

TB184/17 Take a Break – Post Consultation

Mr Donnelly presented papers on the Review of Short Breaks for adults with learning disabilities and gave a briefing on the feedback on the Consultation.

There followed discussion and members approved the review of short breaks for implementation.

ACTION – Mr Donnelly to take forward.

TB185/17 Council Community Plans

Mr Donnelly presented the Community Plans for Mid & East Antrim and Mid Ulster Councils.

Mrs McCreedy advised that the Board are being asked to endorse the plans as a strategic partner. There followed some discussion and Mrs McCreedy confirmed that there had been strategic level engagement and that the Trust have influenced and challenged the councils on the content.

Mr Donnelly advised that it was important that these plans are seen as joint plans and it was noted that there are challenges but also opportunities.

Mrs McGahey asked that the Trust be aware of two areas in relation to funding and use of buildings.

ACTION – Mrs Johnston to add Community Planning to the list of topics for Trust Board Workshops.

Members endorsed both Community Plans.

TB186/17 Board Governance Self-Assessment

The document and the case study was discussed and approved by members.

ACTION – Mrs Johnston to remove the notes which had been added to the version on the shared drive and the figure on the last page of the case study should be amended to read 32.

TB187/17 Infection, Prevention & Control Annual Report 2015/16

Mrs McEaney presented the report for noting. Dr Stevens advised that the 2016/17 report would be presented as per agreed schedule.

TB188/17 PPI Annual Report

Ms McCreedy presented the report for noting.

Members were reminded of the Personal and Public Involvement and Co Design Masterclass on Monday 27 March 2017, in the Ballroom, Leighinmohr House Hotel, Ballymena.

It was noted that PPI is on the list of topics for future Trust Board Workshop.

Jacqui McNeill gave a brief on a group that she sits on at the Department and advised that guidance and tools are being developed and that a paper would soon be circulated from the group.

TB189/17 Minutes of Sub Committees

The minutes from the Assurance Committee meeting held in December 2016 and the Audit Committee in November 2016 was noted.

ACTION – In response to a query from Mr McGivern, Mr McCann asked Mr Harkin to check the correct procedure for Committee Minutes coming to Trust Board.

TB190/17 Use of the Trust Seal

Members noted the report on the use of the Trust Seal since the last full Trust Board meeting held on 26 January 2017.

TB191/17 Property Matters

There were no property matters.

TB192/17 Public Questions

There were no public questions.

TB193/17 Date of Next Meeting

It was noted that the next meeting will be held at 10.00am on Thursday 25 May 2017, in the Causeway Hospital.