

**Minutes of the One Hundred and Sixth Trust Board held on Thursday 25 May 2017 at 10.00am in the Lecture Theatre, MDEC, Causeway Hospital**

**Present:**

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

**In Attendance:**

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

Also in attendance were J McNeill, Patient and Client Council and one member of the public.

**TBC194/17 Apologies**

Mr J McCall, Non-Executive Director

**TB195/17 Conflicts of Interest**

There were no conflicts of interest declared.

At this point of the meeting Board members observed a minutes silence as a mark of respect for those killed or injured in the Manchester terror attack.

## **TB196/17 Chairman's Report**

Mr McCann advised that the Secretary of State, James Brokenshire had visited Antrim Area Hospital on 6 April. This visit was appreciated by both patients and staff.

The third annual remembrance service was held on 26 April. This was noted to be a very well attended and much appreciated event, which now required a larger venue to be secured.

Mr McCann advised that he had attended the Adding Life to Years event on 4 May, which was held in the Seamus Heaney Home Place in Bellaghy. This was a very well organised and well attended event.

Mr McCann advised he had attended the NICON Conference which was held on 18 and 19 May. The key note speaker was Mr Richard Pengelly.

Mr McCann advised that he had spoken to Mr Graham who had accepted the offer to become the Vice Chair of the Board. Members approved this appointment.

## **TB197/16 Chief Executive Report**

Dr Stevens was pleased to report that the Northern Trust had received the Top Hospital Award by CHKS. A letter of congratulations had been received from Mr Pengelly. The Trust is very pleased to have received this award again.

Dr Stevens advised that the Trust had undertaken its second 100% challenge day. A sustained improvement in performance against the four hour target was noted.

Dr Stevens reiterated Mr McCann's comments on the Adding Life to Years event and noted this to have been a very good event.

Dr Stevens advised that he had been invited to speak at the Mid Ulster Community Plan launch on 2 May 2017, reflecting the real partnership that was developing with the council.

Dr Stevens advised that he had attended a Mid Ulster Council event on 9 May, at the Seamus Heaney Home Place. Prince Charles was the VIP visitor.

Dr Stevens was delighted to advise that the Trust's Maternity Services have retained their Baby Friendly accreditation. The Baby Friendly Initiative, set up by UNICEF and the World Health Organisation, is a global programme which provides a practical and effective way for health services to improve the care provided for all mothers and babies.

Dr Stevens acknowledged the leadership shown by teams in Antrim Hospital, and also the key supporting role played by Community colleagues in delivering improved patient flow.

#### **TB198/16 Patient/Client Experience**

The Chairman welcomed Joanne Best, Principal Practitioner Lisa McKenna, Antrim Family Support Team and a service user who had come along to Trust Board to share her experience of being involved with Social Services.

Mrs Roulston gave a brief introduction and there followed an interview with Catherine.

The service user explained how social services became involved with her family and that her children's names were placed on the child protection register for a period of three months. She has worked with the social worker and the names are now off the register.

The service user gave an account of the child protection case conferences and of the help her family have received from Social Services.

It was noted that a Family Group Conference was held after a year and a plan was made. The service user advised that her experience was really positive and she was very grateful to the team for the help she had received.

Mr McCann thanked the service user for coming along and sharing her experiences with Trust Board.

#### **TB199/17 Minutes of the previous meeting**

The minutes of the meeting held on 23 March 2017 were approved as an accurate record, on the proposal of Mr Houston and seconded by Mr Cuddy.

#### **TB200/17 Matters Arising**

- HRPTS

Mrs Brownlees gave an update on the system which was noted to be more stable at present. An account of the system performance issues was given.

Mr Harkin advised that Directors of Finance were seeking to be involved in the further development and improvement of financial processes and advised that discussions are on-going with BSO.

Mrs Brownlees advised that whilst a bespoke system would have been ideal given the complexity of the payroll and terms and conditions of the HSC, what had been purchased was within the set budget. Inevitably in customising an off the shelf product compromise resulted.

- Sub-Committee Minutes

Mr Harkin advised that the current procedure for bringing committee minutes to the Board meetings was appropriate and in line with standing orders. It was agreed that Sub-committee minutes could be approved by e-mail to allow them to come to Trust Board in a more timely manner.

**ACTION – Sub-committee Chairs to take forward.**

## **TB201/17 Performance**

- Performance Report

Ms Donaghy advised that she would focus on a range of areas within the Trust performance report for April 2017:

- Waiting times on Elective Out Patient Appointments
- Cancer
- Unscheduled Care
- Complex Discharges

Ms Donaghy referred members to the waiting times for elective out-patient appointments and advised that columns had been added to show the total number of patients waiting as well as the numbers over 52 weeks.

It was noted that outpatient referrals coming for the Trust had decreased by 4% compared to the same period last year, the volume of red flag referrals had increased.

Mr McCann highlighted an error regarding the figure for the number of patients waiting. It was noted this should read 4,892 and will be corrected in the published document.

**ACTION – Ms Donaghy to amend the report accordingly.**

Referring to the number of elective referrals waiting, Mrs McCreedy advised the Board, that the Trust is working with with Department of Health, HSCB on reform elective services. The Trust is conscious that as waiting lists grow there is potential clinical risk in the routine referrals. The Trust are engaging with the Health and Social Care Board to minimise this.

The monthly performance for breast services was noted.

Mrs O'Hagan explained recent dip in performance for breast services with an improving situation. The Trust is currently booking to 16 days as against 14 day target.

Mrs O'Hagan confirmed that red flags are given priority and the flexibility will be shown to deal with clinical priorities.

The Trust is still actively supporting the Southern Trust with their red flag and routine referrals. There followed discussion on this matter.

Mr Houston asked for a note to be added to the Performance Report under this section to explain the dip in performance for Breast Cancer within 14 days.

**ACTION – Ms Donaghy to add accordingly.**

There followed discussion regarding the breast cancer referral system. Mrs O'Hagan advised that the Breast Cancer care team maintain good communication with their patients.

In relation to Unscheduled Care an improvement on the four hour performance was noted since January.

The length of stay was noted to have increased in April. This was thought to be associated with an increased volume of ambulance arrivals. Mrs McCreedy advised that the Trust continues to link with the NI Ambulance Service on a regular basis, to better manage the flow of emergency ambulances.

**ACTION – Ms Donaghy to look at the May position and provide an update.**

Mrs Magowan advised that April was a challenging month. There was high activity during a period when we were working to new practices and inducting new staff into the site management team.

Ambulance turnaround was noted to be very good. It was noted that effort continues to monitor and manage the flow through the hospitals.

In relation to Causeway Hospital, the need to develop a site management model was referred to. The age profile for the Causeway area was different from other sites, with a high level of complex discharges and Nursing Home place availability, particularly EMI provision in the area continues to be challenging. This presented new and developing challenges.

Ms Donaghy referred to the complex discharge information within the report and it was noted that these had been broken down to show Antrim and Causeway Hospitals separately. A positive reduction in the

number of patients delayed for seven days was noted. The reasons for the delays over 48 hours were noted within the report.

Mrs Hughes referred to the Dalriada Pathway initiative and highlighted the pressures being experienced by Community Hospitals. It was again noted that there continued to be difficulties in obtaining EMI Nursing Placements.

In response to a question from Mr Houston, Mrs Hughes gave a briefing on the circumstances of recent media interest in a Domiciliary Care case.

In response to a question from Mr Cuddy in relation to the number of C Difficile cases in one month, Mrs McEaney advised that she had met with Dr Farren and the Infection Prevention Control team in relation to this increased incidence during April 2017. There is close monitoring of the cases in Causeway site by the team. Dr Farren has reported that while spikes such as this was expected twice yearly but given that this increase had occurred during month one this would provide a challenge to IPC performance during 17/18. Additionally there was some reported over-sampling which will increase reported incidence.

There followed some discussion regarding adoption figures.

In relation to cancelled Out Patient appointments, Mrs O'Hagan advised that this is a new target introduced this year. She explained that processes are in place to monitor and manage Clinician's availability for clinics.

**ACTION – Ms Donaghy to look at the figure against other Trusts and update Trust Board accordingly.**

In relation to absence levels, Mr Corrigan noted his disappointment that the Trust was not meeting its absence and appraisal targets.

Mrs Brownlees acknowledged Mr Corrigan's view on this matter and advised that there has been a reduction in the number of long term absences. Mrs Brownlees gave assurance that an active process is in place to manage poor attendance. This is also being supported by the development of health and wellbeing initiatives.

The top two absence reasons were noted to be Musculoskeletal and Mental Health conditions. It was noted that staff with musculoskeletal problems can access a physio appointment directly through Occupational Health.

The redeployment list has been reduced to 13 which was noted a good progress. Mrs Brownlees advised that Health and Wellbeing workload had moved to the Organisation Development Team to free up resource for managing attendance in the Employee Services team.

Mrs Brownlees advised that the Trust had recently visited the Southern Trust to look at how they manage their absence and made reference to the absence panels which they hold. Learning has been identified and will be implemented.

Mrs Brownlees gave some figures relating to Occupational Health during 2016/17.

In relation to the final % absence figures Mrs Brownlees advised that late recording was being taken into account.

Mr Graham noted the use of the 10,000 voices project which was very positive and he hoped that the Trust would continue to use this.

In relation to the Red indicators relating to Safe and Effective Care within the report, Mr Houston asked if further discussion on these figures could be held at the next Trust Board Meeting.

**ACTION – Ms Donaghy to note for next meeting.**

Mr McCann asked for an update in relation to the Reablement model, Mrs Hughes advised that some additional OTs have increased capacity. It was also noted that the criteria had been changed so that someone who needed assistance to walk with two people rather than one could avail of the service. Work is on-going and it was hoped to see an increase in performance.

- RAMP Strategic Update

Ms Donaghy gave an update on RAMP and advised that the emphasis on Service Transformation Workstream, OD and Use of Resources Workstreams will continue and be developed further this year, and supported too through the IQI and Partnership enablers. An emphasis will continue on improving service user experience.

**ACTION – Ms Donaghy to bring an in year Change Plan to the next Trust Board meeting.**

**TB202/17 Capital**

- Capital Programme 2016/17

Ms Donaghy presented the final end of year report for noting. Outstanding PPEs were referred to. It was noted that the end of year financial position was on target.

An amendment to a date on the final page of the report was noted.

**ACTION – Mrs Johnston to amend the report on the shared drive.**

In relation to the PPE relating to the Simulation Suite, Mr McCann asked for an update. Mr O'Reilly gave a brief and advised that this would be complete next month.

In relation to the Estates PPE, Mr Harkin advised that this would be followed up and completed within the next month.

- Annual General Capital Plan 2017/18

Ms Donaghy presented the report for noting and gave a brief on the primary schemes, noting an over commitment against capital allocation at this stage. Mr Harkin provided a brief on the engagement with the Department of Health about funding for the schemes.

## **TB203/17 Finance Report**

Mr Harkin presented the Finance Report and advised that the Trust projected a breakeven position for 2016/17. The March position presented a small unaudited surplus of £9,000.

It was noted that the accounts would be presented to a reserved session of Trust Board on 15 June 2017.

Mr Harkin gave a brief on the pressures and advised that these are being monitored. It was noted that there will be significant challenges for the Trust in 17/18, gives the roll forward shortfall of £27.8m and the projected further pressures arising in the new year.

There was a short discussion relating to nurse agency costs.

Mr Cuddy offered his congratulations to Mr Harkin, the Chief Executive and the Executive Team on the financial performance.

## **TB204/17 Business Cases**

- Full Business Case for Second MRI Scanner in Antrim Hospital

Mrs O'Hagan introduced the Business Case and gave a brief on the background and the increased costs associated with the business case which had Departmental and Board support.

**ACTION – Trust Board approval was granted to proceed. Ms Donaghy to take forward.**

- Business Case for Interim Expansion for Direct Assessment Unit / Ambulatory Service in Antrim Hospital

Mrs Magowan introduced the Business Case and gave a brief on the background and advised on the increased bed capacity and the benefits to patient flow.

Mr Harkin gave a briefing on the potential sources of funding.



**ACTION – Trust Board approval was granted subject to identification of the required revenue implications. Mr Harkin to take forward.**

- Business Care for Interim Inpatient Beds in Antrim Hospital

Mrs Magowan introduced the Business Case and gave a brief on the background.

**ACTION – Trust Board approval was granted subject to identification of the required revenue implications. Mr Harkin to take forward.**

#### **TB205/17 Council Community Plans**

Mr Donnelly introduced the Community Plans for both Causeway Coast & Glens and Antrim & Newtownabbey Councils and gave a briefing. Mr Donnelly referenced the demographic information included and advised that the councils have been engaging at all levels.

**ACTION – Trust Board endorsed both Community Plans. Mr Donnelly to take forward.**

#### **TB206/17 Contracts Awards Report**

Ms Donaghy presented the report for noting. There followed some discussion regarding the Sense Scotland contract and Ms Donaghy gave a briefing and advised that this contract was for Domiciliary Care provision within a Supported Living facility.

**ACTION – Ms Donaghy to check if this appears on the STA register.**

#### **TB207/17 Minutes of Sub Committees**

The minutes from the Audit Committee meeting held in February 2017 and the Charitable Trust Fund Committee in September 2016 were noted.

Mr Cuddy gave a briefing on discussions which had taken place in Audit Committee in relation to overpayments.

There followed some discussion regarding management of medical staff and Job Plans. Mr O'Reilly advised that the Job Planning policy was being reviewed. It was noted that 20% of job plans for 17/18 have been completed and advised there are valid reasons for this. It was noted that it is likely that a number of 16/17 job plans could roll forward to 17/18.

Dr Stevens advised that the priority for last year was to ensure that staff had job plans in place and this year was to ensure that they were refined to drive the achievement of service objectives more effectively.

Mrs McCreedy advised that significant work within divisions has taken place on job plans. In 16/17 the Trust achieved 91% of consultant job plans completed.

Mrs Mc Gahey reported in relation to Charitable Trust Funds.

**TB208/17 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 23 March 2017.

**TB209/17 Public Questions**

There were no public questions. Mr McCann invited Ms McNeill from the Patient Client Council (PCC) to speak.

Ms McNeill thanked Mr McCann for the opportunity to attend the Board meeting and advised that the PCC are working with the public on a number of issues relating to waiting lists which are an issue for patients and have knock on effects to their lives. These are key pieces of work being addressed which include Learning Disability, Mental Health, Diabetes and access to AHP.

**TB210/17 Date of Next Meeting**

It was noted that the next meeting will be held at 10.00am on Thursday 22 June 2017, in the Antrim Hospital.