

**Minutes of the One Hundred and Forty Fourth Trust Board Meeting held on  
Thursday 23<sup>rd</sup> June 2022 at 10:00am via Video-conferencing**

**Present:**

<b>Mr Robert McCann</b>	<b>Chairman</b>
<b>Mrs Jennifer Welsh</b>	<b>Chief Executive</b>
<b>Mr Owen Harkin</b>	<b>Executive Director of Finance/Deputy Chief Executive</b>
<b>Mr Seamus O'Reilly</b>	<b>Executive Director of Medicine</b>
<b>Mr Jim McCall</b>	<b>Non-Executive Director</b>
<b>Mr Gerard McGivern</b>	<b>Non-Executive Director</b>
<b>Mr Paul Corrigan</b>	<b>Non-Executive Director</b>
<b>Mr Glenn Houston</b>	<b>Non-Executive Director</b>
<b>Mrs Suzanne Pullins</b>	<b>Executive Director of Nursing, Paediatrics, Women's Services &amp; Corporate Support</b>

**In attendance:**

<b>Mrs Wendy Magowan</b>	<b>Director of Operations</b>
<b>Mrs Jacqui Reid</b>	<b>Interim Director of Human Resources and Head of Office</b>
<b>Mr Nick Carson</b>	<b>Head of Communications</b>
<b>Mr Neil Martin</b>	<b>Interim Director of Strategic Development and Business Services</b>
<b>Dr Petra Corr</b>	<b>Interim Divisional Director of Mental Health, Learning Disability and Community Wellbeing</b>
<b>Mr Paddy Graffin</b>	<b>Interim Director of Integrated Care</b>
<b>Mrs Diane Spence</b>	<b>Interim Director of Community Care</b>
<b>Ms Megan West</b>	<b>Assistant Director (Observer)</b>
<b>Aaron Carey</b>	<b>Boardroom Apprentice</b>
<b>Mrs Sinead Laverty</b>	<b>Office Manager</b>

**Members of the Public:**

<b>Michelle Weir</b>	<b>Journalist</b>
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**TB66/22      Apologies**

Apologies were received from Mr William Graham, Non-Executive Director, Mr Kevin McMahon, Interim Director of Surgery & Clinical Services, Mrs Audrey Harris Director of Medicine & Emergency



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Medicine and Ms Maura Dargan Director of Social Work and  
Divisional Director of Children and Young People's.

## **TB67/22 Conflicts of Interest/Declarations of Interest**

There were no conflicts of interest declared.

## **TB68/22 Chairman's Report**

Mr McCann began by congratulating Dr Dave Watkins on his successful, appointment to the post of Medical Director.

Mr McCann recorded his congratulations to the teams and trainers on the recent Medical Awards evening.

Mr McCann acknowledged the recently published Neurology Inquiry noting that the Trust will review this in detail. Mr O'Reilly provided assurance to the Board that the 31 recommendations specific to all HSC Trust have already been reviewed and a sense check is underway. Mr O'Reilly confirmed early indications show many of the recommendations are already in place in Northern Trust and assured the Board that any learning from this report for the Trust would be taken forward and linked into the Assurance framework.

## **TB69/22 Chief Executive's Report**

Mrs Welsh made reference to the Design plan announced by the Health Minister last week. It was noted that a new plan for reshaping hospital care in Northern Ireland is to be published and put out to consultation in the Autumn.

Mrs Welsh noted the Trust very much welcomes this announcement, recognising the long standing issues for the many services, Mrs Welsh the Trust looked forward to working with Regional colleagues in this regard. It was also noted that SPPG colleagues are aware of the Trust service reform plans under the Renewing our Vision Programme which takes account of regional strategies and service reviews. Mrs Welsh commented that it will be helpful to have an over-arching regional hospital design plan and that she is confident that Trust plans will align with the regional plan.



Mrs Welsh confirmed that, in the short term, the Trust is working hard to return all services to 2019 activity levels and has been working closely with SPPG in that regard.

Mrs Welsh finished her update by mentioning her recent services visits since the board last met. Jennifer was delighted yesterday to join the 10<sup>th</sup> birthday celebrations of the Farm Families Health Check Programme. Mrs Welsh commented that this is a wonderful partnership between PHA, DAERA, Rural Support, Cancer Focus and the NHSCT, while it is delivered by the NHSCT and that it is a regional service delivered across NI.

**TB70/22 Account of Employee Experience**

Mrs Pullins introduced Joanna Silva and Catherine Thompson to the Board. Mrs Pullins noted these two members of staff had been redeployed to ICU during the height of the pandemic. In preparation for the Nursing & Midwifery Conference this year they had written a poem about their experiences. Catherine read the poem.

Mr McCann thanked the two members of staff for sharing this poem with the Trust Board, he noted his admiration for the two members of staff and indicated that it was very moving. Mr McCann thanked them for their dedication throughout the pandemic and wished them well.

**TB71/22 Minutes of Meeting held on 26<sup>th</sup> May 2022**

The minutes of the previous meeting were agreed as an accurate record on the proposal of Mr McGivern and seconded by Mr McCall.

**TB72/22 Matters Arising**

The matter arising with regards to the Newtownabbey Business Case issue, has now been fully addressed.

**TB73/22 Performance Report as 31<sup>st</sup> May 2022**

The following matters were discussed as part of the presentation of the Performance Report as at 31<sup>st</sup> May 2022.

COVID19

Mr Martin provided an overview of COVID19 with increased numbers noted, he noted there was a mix of both respiratory and older patients



included in that. Mr Martin highlighted the increase in staff absences. Mrs Magowan commented it's very hard for the public to understand guidance in Healthcare settings as within the wider public there are no guidelines currently. Mrs Magowan noted an increase in the acuity of the patients presenting and that flow within the acute sites remains very challenging.

## Cancer

Mr Martin moved to the 62 day Cancer performance from April 22. Mr Martin advised that delays in access to outpatients, endoscopy, diagnostic day surgery and inpatient surgery continue to be a contributing factor to performance against the 62 day target. Given the large number of patients on a suspect cancer pathway, 62-day performance is unlikely to improve significantly in the short term. Mr Martin noted the demands across the region with Northern Trust having the highest cancer referrals in the region in several tumour sites.

Mr Martin did advise the deterioration of the 62 day cancer performance was noted right across the region. Mr Martin noted a 5% increase in Breast referral compared to pre COVID activity, he confirmed that Breast activity was back up to pre COVID levels with an increase of 1.8% noted. Skin referrals are also back to pre COVID level and activity has slightly reduced in this area in comparison to pre COVID levels.

Mr Martin noted that lung is not yet back up to pre COVID levels but that activity has a noted increase of 7.7%. Lower GI activity has a 35% increase including qFIT activity.

Mr Martin noted the common themes, the demand is largely back up to pre COVID levels with activity largely at or above pre COVID levels. Mr Martin noted backlogs will impact on 62 day performance and it will take quite a bit of time before this will improve.

Mr Martin noted some of the actions taken by the teams to date including a demand and capacity exercise, additional elective activity, pathway enhancements and the regional diagnostic centre.

Mrs Welsh recorded her thanks and commended the teams for their hard work getting to this point.

## Improvements Trajectories

Mr Martin noted the improvement trajectories which anticipate a return to 19/20 levels of activity by Sept 22.

SPPG trajectories have been received on Tuesday, 14 areas have been covered, Mr Martin noted some of the areas we will find it difficult to meet.



Mr Corrigan commented on the CAMHS activity which was concerning. In Maura Dargan's absence Mr Martin advised they would bring an update to the next Board meeting.

Mr McCall felt that we couldn't accept these without additional investment to cover gaps.

Mrs Welsh commented that the Trust would continue to raise the residual issues with DoH and SPPG colleagues.

Mr Houston enquired if there was any consultation with the Trust before issuing these. Mr Martin advised that consultation had been limited but that the Trust would begin engagement with SPPG straight away, given that some of the trajectories are likely to be challenging.

Mr McCann noted the USC 12 hour breaches with a steady increase since Sept 2021. Mrs Magowan noted the increase in cardiology activity which has been acknowledged regionally.

#### **TB74/22 Finance Report as at 31<sup>st</sup> May 2022**

Mr Harkin presented the report, the current projected financial plan is a deficit 56million, 17 of which is COVID pressures, Mr Harkin noted that the team would continue to work with DoH & SPPG colleagues, he noted significant risks in the system with inflation and assumed funded. Pay issue remains further clarification required, it is assumed fully funded when settled. Mr Harkin hoped for more clarity towards the end of the summer.

#### **TB75/22 Trust Board People Report**

Mrs Reid presented the report, noting the work under way with regards to recognition and responding to stress. Chairman's Awards were noted with 77 submissions received. Mrs Reid noted the new interactive manager induction which is being run throughout June and July. IIP sessions will commence in September in preparation for our upcoming IIP reaccreditation.

Mrs Reid noted the absence figures and compared to the region, Mrs Reid is content that we are not an outlier with Regional colleagues, there is an improvement plan in place and more focus on managing absence.

Under Health and Well-being Mrs Reid highlighted the focus on appraisals and recent support on the Mental Health surveys with Inspire workplaces very well utilised.



Mrs Reid noted COVID absence remains high, post COVID support is offered through Occupational Health. Turnover is still high and Mrs Reid noted the changes in 2015 pension schemes has seen a spike in retirements at the end of March 22.

Mrs Reid highlighted the Appraisal figures currently at 52%, she confirmed the Trust has retained a target of 75% and she is confident that this will increase throughout the year. Mr O'Reilly confirmed he was confident that we have a robust process in place for Medical appraisal to retain our performance with 100% of staff having been appraised over the last few years.

Mr McCall enquired if we have a record of any exit interviews with staff that could be helpful. Mrs Reid advised that no, currently HR doesn't have anything formal but that they are hoping to give more information in the next report.

Mr Corrigan thanked Mrs Reid for this helpful report but noted that absence figures does not include any of our homecare staff, he felt we urgently need a work around for this. Mrs Reid confirmed that work was underway with Community Care colleagues to take that forward.

Mrs Reid noted the Ministers announcement on the temporary increase of mileages for a 6 month period and advised this would be taken forward.

## TB76/22

### Approval of Business Cases

- Provision of a learning Disability Ward in Holywell Hospital  
The Business case was noted and the Board gave retrospective approval for the additional 77K.
- Provision of fit for purpose accommodation for the following Mental Health Services: Perinatal, Conditions Managements Programme and Addictions  
Dr Corr presented the Business case, the purpose of which is to bring three teams together, Perinatal Mental Health, Conditions Management Programme and Community Addictions Service. Three options were reviewed for consideration with option 3 as the preferred option. Trust Board approved the Business Case.
- Water Safety Works in NHSCT Properties



Mr Harkin presented the Business case, this is to undertake upgrades required to ensure compliance with statutory regulations relating to water safety, and to reduce patient and staff risk of exposure to waterborne pathogens. Trust Board approved the Business case.

- Upgrade Gamma Camera Nuclear Medicine Department Antrim Hospital  
Mr Harkin presented the Business case 800K for the replacement which has been recommended for approval. Trust Board approved the Business case.
- Mid-Ulster Hospital – LV Mains Replacement Works  
Mr Harkin presented the Business case 286K for replacement works which has been recommended for approval. Trust Board approved the Business case.

**TB77/22**

**Delegated Statutory Functions**

Mrs Welsh presented the report, Trust Board noted this has been tabled at Assurance Committee and the group had gone through it in great detail. Mrs Welsh advised there was nothing additional to highlight that had not already been covered at the Assurance Committee.

Mr Houston noted this very challenging report, very evident throughout the report that there are pressures right across the system. The recent domestic homicide cases were discussed. Mr Houston enquired about the two CMR cases, Mrs Welsh agreed to ask Maura Dargan to update him.

**TB78/22**

**2021/22 Rural Needs Monitoring Report**

Mr Martin presented the monitoring report for approval. He highlighted the ten assessments carried out throughout 2021/22. Trust Board endorsed the report.

Mr McCall commended this report and thanked Mrs Irwin and the team for their hard work and commitment over the last year.

**TB79/22**

**Involvement Annual Report 2021/22**

Mr Martin presented the Involvement Annual Report for 2021/22 for approval. Mr Martin highlighted the Governance arrangements which have been set out in this report, it also outlines the work we are doing to promote personal and public involvement and patient experience in



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the planning and delivery of services and details how we are taking forward the Department of Health's Co-production Guide.

Mr McCann thanked Mr Martin and Trust Board approved the report.

## **TB80/22 Principal Risk Document**

Mr McCann noted the principle risk document as discussed at the last Assurance Committee.

## **TB81/22 Capital Programme – position as at 31<sup>st</sup> May 2022**

Mr Harkin noted this position as at 31<sup>st</sup> May, he advised it was early in the year and progress was expected. Mr Harkin advised that close monitoring of capital would be in place throughout the year to ensure any overspend or slippage on schemes is identified and addressed early allowing full spend to be achieved by 31<sup>st</sup> March 2023.

## **TB82/22 Update on Mental Health Inpatients Service Capital Development**

Dr Corr provided an update to Trust Board and advised that an update would come to this meeting regularly. Dr Corr noted that the Design Stage 2 report which was scheduled to be signed off by the Trust Project Board on the 24 June 2022, will now not be completed on programme. There has been a delay in the completion of reports and drawings and the programme will require amendment to incorporate a new Stage 2 Completion Sign-off date. Dr Corr noted the team are currently drafting a revised Programme and we will advise of any new sign-off date.

Dr Corr noted the underlying delay to the Project is a disappointment to the Trust & CPD Health Project teams. CPD – HP have issued their first letter of “Unsatisfactory Performance” against the ICT in regard to this matter.

Dr Corr noted there is learning from stage 2 that we can take forward during stage 3 but that cannot happen until stage 2 is signed off.

## **TB83/22 Committee Minutes**

- Assurance Committee on 10<sup>th</sup> March 2022  
Mr McCann noted the minutes of 10<sup>th</sup> March, already approved and reviewed by all members.
- Performance and Finance Committee on 28<sup>th</sup> April 2022  
Mr Graham noted this minutes from the meeting held 28<sup>th</sup> April, he reinforced how critical this committee's work was and how helpful the deep dive review into specific areas was.
- Charitable Trust Funds Committee on 9<sup>th</sup> January 2022





Mr Houston noted the minutes from the meeting held 9<sup>th</sup> January, he advised these followed the standard plan for the Committee reviewing expenditure throughout the year.

- Audit Committee on 25<sup>th</sup> May 2022

Mr Corrigan noted the minutes from the May meeting, there was nothing additional to note that had not already been highlighted within the Annual Accounts meeting.

**TB84/22 Write Off of Losses**

Trust Board noted that an amount of £14,414.99 had been written off in relation to expired and damaged stock in Pharmacy. This has been approved by the Department of Health as per the process for write offs over £10,000.

**TB85/22 Use of Trust Seal**

Trust Board noted the occasions on which the Trust's seal was used.

**TB86/22 Any Other Business**

There were no items of any other business raised.

**TB87/22 Public Questions**

There were no public questions.

**TB88/22 Date of Next Meeting**

The next meeting will be held on Thursday 25<sup>th</sup> August 2022 at 10am.