



## Fourteenth Meeting of the Performance and Finance Committee

### Minutes

Tuesday 20<sup>th</sup> February 2024, 2pm

#### In Attendance:

|                  |                                                                     |
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| Jim McCall       | Non-Executive Director                                              |
| Carol Diffin     | Non-Executive Director                                              |
| Kathy Mackenzie  | Non-Executive Director                                              |
| Owen Harkin      | Deputy Chief Executive / Director of Finance                        |
| Neil Martin      | Director of Strategic Planning, Performance and ICT                 |
| Gillian Traub    | Director of Operations                                              |
| Stevie Lennon    | Assistant Director of Finance                                       |
| Donna Mawhinney  | Assistant Director of Finance                                       |
| Nuala McAuley    | Assistant Director of Finance                                       |
| Sarah Williamson | Assistant Director of Strategic Planning and Performance Management |
| Diane Spence     | Director of Community Care                                          |
| Patrick Maguire  | Business Manager, Community Care                                    |
| Jill McBride     | Personal Assistant (Minute Taker)                                   |

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| <b>1.</b> | <p>No apologies noted.</p> <p>Mr McCall welcomed Carol Diffin and Kathy Mackenzie to today's meeting, noting that Carol Diffin will take over as Chair of the Performance and Finance Committee going forward.</p> <p>A round of introductions were carried out.</p> |  |
| <b>2.</b> | <p><b>Conflicts of Interest</b></p> <p>No conflicts of interest were noted.</p>                                                                                                                                                                                      |  |
| <b>3.</b> | <p><b>Draft Minutes of Meeting held 11 December 2023</b></p> <p>The minutes of the meeting on 11 December were taken as an accurate record.</p>                                                                                                                      |  |
| <b>4.</b> | <p><b>Financial Position at 31 January 2024</b></p> <p>Mr Harkin shared the Trust Board Financial Position Report for January 2024 and noted the £17.5m deficit projection.</p>                                                                                      |  |



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|    | <p>Mr Harkin advised that the report sets out the position by Division along with the pressures being experienced by Medicine and Emergency Medicine and Community Care. Both Divisions were noted as being major challenges for the Northern Trust.</p> <p>Savings targets of £29.4m have been identified and Mr Harkin confirmed that the Trust is expected to achieve these. Mr Harkin confirmed that savings have been achieved from the cessation of non contract agency nursing and he also advised that the Trust is beginning to see savings coming through from Retinue. The concerns around locums were noted.</p> <p>It is anticipated that there will be an approximate opening gap of £70m for 2024/25 financial year.</p> <p>Mr McCall noted that the improvements made on non contract agency has been huge and the staff involved are to be commended.</p> <p>Mrs Diffin queried the savings target and how it is identified and Mr Harkin confirmed that it is percentage proportionate.</p>                                                                                                                                                                                                            |  |
| 5. | <p><b>Performance – Community Care Services</b></p> <p>Mrs Spence and Mr Maguire presented on Domiciliary Care and District Nursing, the two key areas within Community Care Services.</p> <p><u>Domiciliary Care</u></p> <p>Mrs Spence shared a regional comparator and advised that in the Northern Trust as at the end of December 2023 5398 clients were in receipt of a home care package and 1638 clients were currently awaiting a home care package. Mrs Spence advised that within the Northern HSC Trust there are less hours of domiciliary care per head of the over 75 population than other Trusts. It was noted that 24% of all older adults receiving domiciliary care in NI are from the Northern Trust area and 29% of all older adults receiving mental health services who also receive domiciliary care are from the Northern Trust areas.</p> <p>Mr Maguire spoke to the care delivered within the Northern HSC Trust area and advised that there has been an 8% growth in the number of clients per 10,000 population receiving domiciliary care between 2021-2023. It was noted that the Northern Trust has experienced the highest growth of all Trusts, with only one Trust experiencing a</p> |  |



reduction. Mr Maguire advised the Committee that the Northern HSC Trust saw the biggest rise in waiting list numbers between 2022 and 2023 when the number of people waiting for care has doubled, it was noted that this was caused by a lack of availability, however the Trust is actively seeking to reduce the waiting list through ongoing engagement with the Independent Sector providers. It was confirmed that the waiting list has reduced as of February 2024. It was also confirmed that the financial impact to the organisation and the cost of beds is in excess of funded levels as well as the impact on the service user and the potential increase in dependency on services.

Mrs Spence advised the Committee of the community bed usage alongside the contingency bed pathway acknowledging the performance approach.

Mr Maguire spoke to the Committee on the work that is currently being carried out with respect to Delivering Value around homecare rota utilisation. In common with all parts of the region, the Trust finds it difficult to secure capacity to meet increasing demand for domiciliary care. The Trust has reviewed systems within in-house Homecare service in order to improve efficiency and deliver higher levels of face to face time with service users.

Mrs Spence advised that the Northern Trust have contracts with 22 Independent Sector Providers which includes 3 new Providers who signed contracts in the last year. From an Independent Sector Provider perspective, The Trust engage with providers to ensure all capacity is available to the Trust. It was confirmed that recruitment issues remain a problem for the private sector continuing to negatively contribute to the levels of unmet need. Furthermore, the Trust is seeing an increasing trend in a number of providers handing back services, due to their inability to recruit and retain staff. An area particularly impacted by this is the Mid-Ulster locality. Mrs Spence confirmed that MLAs will be aware of this and have made contact with the Trust on behalf of their constituents. Mrs Spence also advised that the Trust continue to work closely with service users and their families impacted, to reduce the deficit as far as is possible.

#### Community Nursing

Mrs Spence updated the Committee on the current situation within Community Nursing and advised the referrals to District Nursing remain high. There was recognition of the increased complexity and acuity within District Nursing Caseloads both regionally and nationally



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|           | <p>and there was confirmation that the Northern HSC Trust total District Nursing caseload is the second largest in the region.</p> <p>Mrs Spence spoke to the challenges within District Nursing and these were noted as being, caseload size, vacancies, staff turnover, growth in referrals and deferred work.</p> <p>Mr McCall, Mrs Diffin and Mrs Mackenzie expressed thanks to Mrs Spence and Mr Maguire for the full and detailed presentation on both Domiciliary Care and District Nursing.</p> <p>Following the presentation, short discussion took place and Mrs Mackenzie queried within the community nursing data the length of time each service user is being allocated and it was confirmed that each service user is getting a little less time, it is a task based service and when duties are completed the individual can move to the next service user. Mrs Spence confirmed that it is hoped that the service can move to an outcome based approach and this already takes place in certain areas of the region.</p> <p>Mrs Spence confirmed that the presentation would be shared following today's meeting.</p> | <b>Jill<br/>McBride</b> |
| <b>6.</b> | <p><b>DoH Correspondence</b></p> <p><u>GIRFT Efficiency Programme</u><br/>Mr Harkin spoke to the GIRFT Proposal that had been received explaining that the document outlines how the Getting it Right First Time Projects at the Royal National Orthopaedic Hospital propose to deliver an Efficiency Programme across NHS Trusts in Northern Ireland.</p> <p>Mr Harkin spoke to the approach and scope and advised that it is anticipated that there hopes to be a programme in place by March 2024. It was noted that this has been tabled at PTEB and Mr Harkin advised that he will inform the Committee of any further developments.</p> <p><u>Health Sustainability Actions</u><br/>Mr Harkin shared the correspondence from Chris Matthews that was issued to PTEB with respect to Health Sustainability Actions. There was acknowledgement that there is 3 asks within the correspondence for Chief Executives and Mr Graffin will lead from an Infrastructure perspective. It was noted that a response is currently being drafted and is with Mrs Welsh for signature.</p>                                                    |                         |



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|    | <p>Mr Harkin advised that he will endeavour to keep the Committee up to date as the actions progress.</p> <p><u>Letter from SPPG re: Budget 2024/25 – Trust Forecasted Deficit Positions</u></p> <p>Mr Harkin advised that a letter has been received from Tracey McCaig, SPPG following a recent discussion with SFF. It was noted that correspondence is with respect to Trust Forecasted Deficit Positions and there is a response date of Friday 23<sup>rd</sup> February 2024, this is currently being drafted.</p>                                                                                                                                                                                                                                                                                                                                                                                             |  |
| 7. | <p><b>Finance Focus Arrangements</b></p> <p>Mr Harkin advised the Committee that a new group has been established to strengthen governance aspects and to bring control into the Organisation. This meeting will take place on a quarterly basis and will be chaired by Mr Harkin.</p> <p>The group will take account of the following areas:</p> <ul style="list-style-type: none"><li>- Financial Performance Monitoring</li><li>- Risks and Pressures</li><li>- Governance</li><li>- Budget Reports</li><li>- DACs</li></ul> <p>It was confirmed that the Finance Focus Group fits into the new approved Assurance Framework and will report into the Performance and Finance Committee.</p>                                                                                                                                                                                                                      |  |
| 8. | <p><b>Savings Plans Update</b></p> <p>Mr Lennon provided an update on the 23/24 savings plans. The revised plan from October 2023 was shared and this outlined the 4 categories with category D outlining savings of £9.1m. It was noted that £8.0m of these have been achieved. Mr Lennon confirmed that savings have been achieved through the roll out of Retinue and also through Nurse Agency Framework.</p> <p>Mr Lennon shared the cash savings by Division (category D) and confirmed that the savings achieved to January 2024 amount to £22.4m with remaining savings of £1.2m still to be achieved. It was noted that it remains likely that these will be achieved within the appropriate timeframe. Mr Lennon confirmed that the Finance division will be able to provide more detailed reports going into the next financial year.</p> <p>Mr McCall queried what it feels like on the ground where</p> |  |



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|     | <p>savings have been made and Mr Harkin advised of the pressures being felt at ground level. It was confirmed that to date there has been approximately £3m saved through the Nurse Agency Framework and it is anticipated that there will be a approximately a further £2m saved in the next financial year.</p> <p>Mr McCall expressed thanks to Mr Lennon for the informative update on the savings plans.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| 9.  | <p><b>Delivering Value Update</b></p> <p>Miss Traub advised that a Delivering Value Project Board has been established and is chaired by Mr Harkin. It was noted that the membership has been reviewed and now includes all Directors. A workshop took place in January 2024 and two Project Board meetings have taken place to date. Miss Traub spoke to the aims of Delivering Value and advised of the next steps to contain and deliver In Year 23/24 financial position. Miss Traub confirmed engagement with SPPG on the financial gap and noted the contribution to the Regional Delivering Value work.</p> <p>It was confirmed that the outcomes of the Delivering Value Project Board will report into Performance and Finance Committee.</p> <p>Mr McCall thanked Miss Traub for this update and Mrs Mackenzie advised that she looks forward to hearing updates in future meetings.</p> |  |
| 10. | <p><b>RBCs &gt; 300k December 2023 – February 2024</b></p> <p>All business cases with a value greater than £300k between December 2023 and February 2024 were noted.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
| 11. | <p><b>Any Other Business</b></p> <p>At this point in the meeting Mr McCall handed over to Mrs Diffin to close the meeting. No items were raised under any other business.</p> <p>Mr Harkin acknowledged that this is Mr McCall's final Performance and Finance Committee meeting and sincere thanks and best wishes were portrayed to Mr McCall.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
| 12. | <p><b>Date of Next Meeting:</b><br/>16 April 2024, 2pm</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |