

# Eleventh Meeting of the Performance and Finance Committee

## Notes

Thursday 18<sup>th</sup> August 2022

Via Zoom

### In Attendance:

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| Billy Graham     | Non-Executive Director, Chair                                       |
| Paul Corrigan    | Non-Executive Director                                              |
| Jim McCall       | Non-Executive Director                                              |
| Owen Harkin      | Deputy Chief Executive / Director of Finance                        |
| Neil Martin      | Director of Strategic Development & Business Services               |
| Wendy Magowan    | Director of Operations                                              |
| Paddy Graffin    | Director of Integrated Care                                         |
| Audrey Harris    | Director of Medicine and Emergency Medicine                         |
| Nuala McAuley    | Assistant Director of Finance                                       |
| Donna Mawhinney  | Assistant Director of Finance                                       |
| Sarah Williamson | Assistant Director of Strategic Planning and Performance Management |

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| Jill McBride | Personal Assistant (Minute Taker) |
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| <b>1.</b>  | <b>Apologies</b><br><br>Stevie Lennon, Assistant Director of Finance                                                                                                                                                                                                                                                                                         |  |
| <b>2.</b>  | <b>Conflicts of Interest</b><br><br>No conflicts of interest were noted.                                                                                                                                                                                                                                                                                     |  |
| <b>3.</b>  | <b>Draft Minutes of Meeting held 13 June 2022</b><br><br>These were taken as an accurate record.                                                                                                                                                                                                                                                             |  |
| <b>4.</b>  | <b>Performance Focus</b>                                                                                                                                                                                                                                                                                                                                     |  |
| <b>4.1</b> | <b>MEM: Unscheduled Care</b><br>Mrs Harris provided a comprehensive presentation on Unscheduled Care Performance.<br><br>In terms of ED attendances, Mrs Harris advised that these are returning to pre-pandemic levels with an increase of 22.9% on FY 21/22 compared to 20/21. It was noted that the hospitals are still operating with COVID patients and |  |

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|  | <p>still having to swab patients. Mrs Harris advised that there has been an increase in frail/elderly patients.</p> <p>Mr Graham acknowledged the significant increase in ED attendances and queried if there would be any idea why this would be; Mrs Harris acknowledged that people simply prefer to come to Antrim or Causeway Hospitals.</p> <p>There was noted to be a significant increase in ENT attendances, this was noted to be due to GP's advising to attend ED. There was noted to be high attendances in the evening. Mrs Harris advised that Phone First does allow some of the screening and advised that Paediatrics can a worrying group of patients.</p> <p>Mrs Harris advised that with respect to ambulance arrivals there has been a 3.6% increase in FY 21/22 on the previous year in Antrim and a 6.6% increase in Causeway. Mr Corrigan queried turnaround times and Mrs Harris acknowledged that there could be improvements. There was acknowledgement that swabbing of patients is causing delays. Mrs Harris advised that ambulance arrivals are taken very seriously and they should not have to wait.</p> <p>Mr McCall queried if there is a sense of load sharing with the region and Mrs Harris advised that Antrim Hospital are doing a lot of the 'heavy lifting'. It was noted that there had been a decision made that BT36 patients should be taken to Belfast and that is happening, albeit there has been an increase of BT37 and BT38 patients.</p> <p>There was acknowledgement from Mrs Magowan that Northern Trust consistently get very high numbers of patients and smoothing pathways require review. Mrs Harris advised that there is a good relationship with NIAS colleagues.</p> <p>Short discussion took place with respect to admission rates and Mr Graham queried what the winter season may bring albeit extra capacity will be created with the 48 bed model. There was also queries with respect to resourcing of Clinicians and Mr Graham inquired if there are any statistics available. Mrs Harris advised that at present there has been no data sharing to date, however SPPG are working on this.</p> <p>It was noted that the bed occupancy levels speak for themselves as the hospital is working at full capacity. Mr Graham queried the AAA Ambulatory ward with respect to</p> |  |
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| <p>4.2</p> | <p>how patients are admitted and Mrs Harris acknowledged that all patients should go through AAA.</p> <p>Mrs Harris advised that DAU see around 60 patients per day and ED very much benefit from this service. It was also noted that PTU has been decanted for the last 7/8 months and is being used for NMABs treatment for COVID.</p> <p>It was noted that there has been a gradual decline in complex discharges and this is due to capacity issues with Community, reflecting the difficulties accessing care packages and placements. Mrs Harris advised that Causeway is of extreme concern at present as the last 3 months have been significantly lower than in the previous 2 years.</p> <p>Mr McCall queried if the situation has changed with respect to transfer from hospital to care home and Mrs Harris advised that it is about the live conversations with care home managers; the discharges are fluid and it can be very challenging. Mrs Magowan advised that a meeting was arranged with care home managers and she also noted that she would like to investigate the situation further. There was noted to be huge issues with regional discharges and re-admission rates are being closely monitored. Mr Corrigan queried if there are any recognised targets and Mrs Magowan advised that there wasn't however Mr Jenkins is currently carrying out a focused piece of work in this area.</p> <p>Mr McCall queried figures and issues around alcohol related admissions and also mental health illnesses and questioned if the figures are similar as to those noted at Holywell. Mrs Harris advised that there is a Mental Health Liaison Officer and it was also noted that regionally every other Trust reports similar pressures.</p> <p>Mrs Magowan advised that the Trust are currently working on Unscheduled Care with Sharon Gallagher and there was recognition that each Trust need to be working at the same level.</p> <p>Thanks were provided to Mrs Harris for the comprehensive presentation.</p> <p><b>Service Delivery Plans</b></p> <p>Mr Martin advised that there has been a drive from the DoH to ensure that a whole range of services</p> |  |
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|                                    | <p>recommence from September 2022. Trajectories have been provided and Mr Martin advised that he will discuss the detail at the next Trust Board meeting.</p> <p>Sarah Williamson provided a comprehensive presentation on the service delivery plans and it was noted that some areas are struggling more than others, particularly Endoscopy whereby they are required to be back to pre-pandemic levels by September 2022. It was also noted that Cancer Services are not being held to account on performance but activity.</p> <p>Mr Corrigan queried if other Trusts are finding it equally as challenging and Sarah Williamson advised that there is a lot of ongoing debate and data runs are providing a number of differences.</p> <p>Mr McCall noted that there are been a number of changes since pre-covid and queried if the expectation is back to under performing albeit there have been some changes. There was question as to whether this has been recognised SSPG. Short discussion took place around this. Mr McCall advised that he appreciates the comments however recognises that there is still a lot of work to do.</p> <p><b>4.3 Business Cases &gt;£300k</b></p> <p>All business cases greater than £300k approved between 1 April – 11 August 2022 were noted by today's Committee.</p> |  |
| <p><b>5.</b></p> <p><b>5.1</b></p> | <p><b>Finance Focus</b></p> <p><b>Financial Position at 30 June</b></p> <p>Mr Harkin provided an update on the Financial Position as at 30 June 2022 and advised that it is very much a moving picture. The Net Opening Deficit was noted as £43.76m with 7.9m core gap savings.</p> <p>Mr Harkin acknowledged that there continues to be challenges across the region and some at risk decisions are being made.</p> <p>SPPG are currently doing a review and it is anticipated that they will be liaising with Trusts in the near future to clarify the funding strategy in both covid and core service areas.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |

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| <p><b>5.2</b></p> | <p><b>Financial Plan Update</b></p> <p>Mr Harkin provided an update to today's Committee. It was noted that going forward there will be a focus on productivity and efficiency.</p> <p>Brief discussion took place around the following areas:</p> <ul style="list-style-type: none"> <li>- MORE Project (Pharmacy)</li> <li>- Work by Professor Ray Jones (Children's Services)</li> <li>- Agency Reduction (Minister requesting £15m savings in future) It was noted that N Guckian that is currently producing a paper with respect to the ongoing work.</li> <li>- MACs Project (Children's Services)</li> </ul> <p>It was noted that there will be a number of work streams set up and Mr Harkin believes that these should be service led.</p> <p>Mr Graham acknowledged that this sounds like a good plan, which might drive better decision making. Mr Corrigan echoed that he felt this work sounded encouraging albeit will be a challenging process.</p> <p>Mr McCall advised that he really welcomes the MACs Project and advised that there will be huge amounts of money to be reinvested and used throughout the region.</p> <p>Mr Harkin acknowledged that the Trust require a strategy and this is a step in the right direction.</p> |  |
| <p><b>5.3</b></p> | <p><b>FPL Outage Update</b></p> <p>Mr Harkin advised the Committee that on the 4<sup>th</sup> August, HSCNI received notification from the National Cyber Security Centre that One Advanced experienced a disruption to their systems which was determined to be the result of a cybersecurity incident caused by ransomware. A decision was taken to block the One Advanced access to the HSC network to protect the rest of the HSCNI infrastructure and a paper has been provided for today's meeting that sets out the detail of this outage.</p> <p>Mr Harkin advised that daily meetings took place, chaired by himself. There was noted to be excellent cooperation from everyone involved and BSO were very quick to implement a contingency plan with measures being able to proceed.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |

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| <p><b>5.4</b></p> | <p>Mr Harkin advised that on Monday 15 August, no risk was detected and all systems have been fully reinstated again.</p> <p>Mr Harkin also advised that due to finance systems being affected, Month 4 will be a very high level report.</p> <p>Thanks were recorded to Mrs McAuley and her team and also Mr Martin and his team as everyone stepped up to the mark to make things run as smoothly as possible.</p> <p>There was noted to have a number of lessons learned and PaLS have agreed that some of the work carried out will continue should something like this happen again in the future.</p> <p><b>Financial Governance Training</b></p> <p>High level paper was provided at today's Committee for noting. Mrs McAuley advised that this gives an indication of the training that is available and advised that she would like to disseminate to all Directors.</p> <p>Mr Graham noted the very detailed controls that are evident within each Division.</p> <p>Mrs McAuley advised that training is closely monitored and in terms of HFMA modules; Northern Trust completion rate is highest in the region.</p> <p>Mrs McAuley advised that she will bring a further update to the next Committee in October 2022.</p> | <p><b>N McAuley</b></p> |
| <p><b>6.</b></p>  | <p><b>Any Other Business</b></p> <p>No items were raised under AOB.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                         |
| <p><b>7.</b></p>  | <p><b>Date of Next Meeting</b></p> <p>12<sup>th</sup> October 2022 at 9am</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                         |