

## Ninth Meeting of the Performance and Finance Committee

### Notes

Thursday 28<sup>th</sup> April 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                                              |
| Sarah Williamson | Assistant Director of Strategic Planning and Performance Management |
| Marjorie Crilly  | Assistant Director of Finance                                       |
| Nuala McAuley    | Assistant Director of Finance                                       |
| Kevin McMahon    | Director of Surgery and Clinical Services                           |
| David McMullan   | Assistant Director of Finance                                       |
| Caroline Diamond | Assistant Director, Maternity                                       |
| Paddy Graffin    | Director of Integrated Care                                         |
| Jill McBride     | Personal Assistant (Minute Taker)                                   |

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| 1. | <b>Apologies</b><br><br>Audrey Harris, Director of Medicine and Emergency Medicine                                                                                                  |  |
| 2. | <b>Conflicts of Interest</b><br><br>No conflicts of interest were noted.                                                                                                            |  |
| 3. | <b>Draft Minutes of Meeting held 11 August 2021</b><br><br>These were taken as an accurate record.                                                                                  |  |
| 4. | <b>Review of Terms of Reference</b><br><br>Terms of Reference to be amended to reflect Trust progress on Revenue Business Cases. To be added under main functions of the Committee. |  |

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| <p><b>5.</b></p> | <p><b>Performance Focus: Cancer Services</b></p> <p>Mr McMahon presented on Cancer Performance and the current cancer pathways. Northern Trust demand versus the regional demand was noted.</p> <p>Throughout the presentation, Mr Graham referred back to the table that outlined the total number of patients treated and queried why the Northern Trust numbers treated appeared lower than that of the region. Mr Martin advised that this is the case as there are a number of treatments that are carried out by the region and not Northern Trust. There was short discussion on the impact of the Northern Trust not having equal resource.</p> <p>Mr McMahon outlined the activity summary and active waiting time by tumour site for Breast, Lower GI, Skin and Upper GI. Northern Trust performance was noted against that of the region. He advised that during COVID the Trust have been able to deliver as much as possible, however endoscopy has been the most concerning. The planned backlog continues to increase and it was noted that it is underbalanced on core capacity.</p> <p>There was recognition that there is funding for quarter 1 to try and clear the current backlog and Mr Graham felt that it was good that this has been recognised by SPPG.</p> <p>Mr McMahon also noted dermatology has been extremely challenging at present and there was discussion around the workforce and this not being equitable, there was acknowledgement that the waiting list is not going to be tackled alone, this will have to be a regional approach. Mr Graham acknowledged that there are 2 elements to this, the first one being the waiting list and the issue of how this will be tackled, the second being how do we match resources with demand. Mr McCall raised the issue of the equalisation of waiting lists and there was short discussion around this.</p> <p>Caroline Diamond also outlined the challenges facing Obstetrics and Gynaecology and it was felt that it was heartening to see a regional approach.</p> <p>Mr Graham paid thanks to all and advised that it would be useful to have an update for a future meeting.</p> |  |
| <p><b>6.</b></p> | <p><b>Month 12 Financial Out Turn 21/22</b></p> <p>Mr Harkin advised that a breakeven position was achieved and he was delighted with this outcome and congratulated the</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |

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|           | team for all their hard work in getting to this position.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| <b>7.</b> | <p><b>Month 12 Non-Recurrent Initiatives 21/22</b></p> <p>Marjorie Crilly provided an update on month 12 non re-current initiatives for 21/22.</p> <p>Marjorie outlined the 2021/22 analysis of COVID-19 expenditure and a net outturn position of £47k surplus was noted. Marjorie also advised that this is the first time that there has been spend over £1 billion.</p> <p>Mr Corrigan raised the issue around rapid response payments for nursing staff and Mr Harkin acknowledged that this is a very current issue and that there are plans in place to phase out however, there has been agreement for this to be extended until Wednesday 4 May 2022 and communication will be issued via Broadcast to staff later today.</p> <p>Mr McCall queried the risk around non-recurring commitments and there was short discussion around this.</p> <p>Mr McMullan talked the Committee through the fine detail of No More Silos and Transformation and Mrs Magowan updated on Phone First and advised that albeit it does work, however sometimes not particularly well. Mr Harkin advised that there is a paper to be issued to DoH and SPPG in May 2022. Mr Graham and Mr Corrigan acknowledged the concept of No More Silos was sound but the decision to implement it without the various patient pathways being in place was not sensible. There was now a risk that a perfectly good strategy would fail because the implementation plan, including funding, was severely flawed. It was very questionable as to whether No More Silos should even continue in its current form.</p> <p>Mr McCall queried the issue around staffing in the current circumstances and Mrs Magowan advised that they are all temporary measures and that a number of staff have been seconded from their permanent roles. If this had not of happened, the service would have been difficult to maintain. Mrs Magowan acknowledged that in order for it to be successful it requires a whole system approach.</p> <p>Mr Graham advised that he had heard some good stories from those who had used Phone First in the past.</p> <p>In addition to No More Silos, going back to the Confidence and Supply projects, the Committee questioned the wisdom of establishing significant new projects or strategies without some indication of recurrent funding. This view would be</p> |  |

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|            | <p>communicated to the Board.</p> <p>With respect to Transformation and the need to maintain services, Mr McMullan advised that further detail would be made available in the coming weeks.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                  |
| <b>8.</b>  | <p><b>HSCB End of Year Performance Report</b></p> <p>Mr Martin advised that there was no end of year performance report available at present.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                  |
| <b>9.</b>  | <p><b>Patient Level Costing</b></p> <p>Mr McMullan, Mrs Gardiner and Ms Calvert presented on Patient Level Costing. Different case studies were presented and challenges were discussed. It was noted that this is a very valuable financial intelligence tool with the ability to look at patient facing spend.</p> <p>This presentation was well received by all in attendance at the meeting. Mr McCall acknowledged the astonishing amount of analysis that took place and Mr Corrigan advised that he would look forward to seeing further future results presented.</p> <p>Mr Harkin advised that that there will be real opportunities for the future if Finance link with Performance Management and there is engagement with Clinicians and pathway treatments.</p> <p>Mr Graham paid thanks to all who presented and noted that it will be very interesting to see progress in the future.</p> |                  |
| <b>10.</b> | <p><b>Community Hospital Length of Stay</b></p> <p>Mr Martin provided a brief update and advised that more detail will be provided at the next Committee meeting in June 2022.</p> <p>It was noted that work is required on making facilities work to meet demand; there are good assets however, they have not been functioning as required.</p> <p>Mr Graham acknowledged the positives given the current difficulties with acute hospitals. Mrs Magowan outlined that Community Care will have to be restructured and this is a very ambitious plan in place for 2023.</p> <p>Mr Graham outlined how the model depends on Primary Care and how efficient this will look in the future; Mrs Magowan acknowledged that Community Care did struggle last year with only 1 COVID step down unit however noted that a lot was learned throughout the pandemic and anticipates that</p>                     | <b>Mr Martin</b> |

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|            | <p>something better can be achieved.</p> <p>Mr Graham advised that he looks forward to the next meeting where a more in-depth presentation will take place.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| <b>11.</b> | <p><b>Quarterly Report for RBC's &gt; £300k</b></p> <p>The quarterly report for Revenue Business Cases over £300k was noted at today's meeting. Mr Martin advised that this came about via an internal audit recommendation whereby it was felt that Non Executive Directors required sight of these Business Cases and it was acknowledged that this was the best forum to do so.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| <b>12.</b> | <p><b>Future Workplan</b></p> <p>All content with this proposal.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
| <b>13.</b> | <p><b>Any Other Business</b></p> <p><b>Update: 48 Bedded Unit</b></p> <p>Mrs Renfrew provided some background information and an update on the progress of the 48 bedded unit.</p> <p>It was noted that it would be a modular at the rear of Antrim Area Hospital. The 3 potential options were outlined and it was noted that the Outline Business Case is due for submission early next week. It is anticipated that the contract will be signed off by the end of June 2022 with the 1<sup>st</sup> ward being in operation by the end of November 2022 and the 2<sup>nd</sup> ward by the end of January 2023. Mrs Renfrew acknowledged that an element of the site will need to be closed off and part of the staff car park will be lost. 14 staff will be required to be re-housed.</p> <p>Procurement advice has been sought from CPD and there is confirmation of a preferred option.</p> <p>Mr Graham thanked Mrs Renfrew for the comprehensive update and Mr McCall queried whether confirmation of the preferred option would be submitted to the Board. It was noted that this would be tabled at Trust Board.</p> <p>Mr Graham also queried whether this new unit would look similar to Ward A3 and given the short timescales will it be able to be resourced; Mr Harkin advised that the workforce strategy is the next step in the process.</p> <p>Mr Graham, Mr Corrigan and Mr McCall thanked all involved in this work to date.</p> |  |

### **Meridian Update**

Mr McMullan updated the Committee on the work of the Meridian project. He recapped on the 3 areas that Meridian focussed on; Endoscopy, Radiology and Community Mental Health Teams. It was noted that this work aimed at reviewing processes and implementation of management control tools to achieve maximised utilisation of capacity and increase productivity.

Some of the challenges and learning that occurred throughout the different Divisions were identified and there was recognition that there was significant staff resilience with the Mental Health Division. There was also recognition that the CMHT changed to a different reporting system in the middle of this work being carried out.

Mr McCall queried that with the work having been undertaken, have improvements been identified and costs lessened and Mr McMullan provided reassurance that significant improvements have been identified throughout.

In summary, Mr McMullan advised that with this work, having been undertaken there is a greater understanding of the factors influencing performance and there has been management control tools established along with an excellent handbook. There is also a greater level of detail and understanding of activity, which drives costs and better engagements with the services, and new links have been formed.

Going forward there will be continuing reviews and improvements of data quality along with improved consistency of recording. Reporting tools will be tailored to service needs and work will be carried out with services to address the more difficult aspects.

Mr McMullan advised that his team would be linking with Strategic Development and Business Services to carry out some of the future work.

Mr Graham queried if there are any plans to carry this work out in other areas and it was noted that there is an element of trying to build a skill set in house, through Patient Level Cost and GIRFT, whereby it is hope that should more difficult questions be required to be asked, they will be better received

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|            | <p>internally. It was also felt a post project evaluation would be useful in approximately one-year's time.</p> <p>Mr Graham and Mr McCall both felt that carrying this work out internally in the future would be the best way forward and staff may find it easier it accept.</p> <p>Thanks were provided to everyone for the good value discussion and Mr McCall recognised that the quality of reporting at today's meeting was excellent. Mr Graham echoed this comment.</p> |  |
| <b>14.</b> | <p><b>Date of Next Meeting</b></p> <p>Monday 13 June 2022, via zoom</p>                                                                                                                                                                                                                                                                                                                                                                                                           |  |