

**Minutes of the One Hundred and Fifty First Trust Board Meeting
Thursday 22nd June 2023 at 10:00am
Boardroom, Bretten Hall, Antrim Area Hospital Site**

Present:

Ms Anne O'Reilly	Chair
Mrs Jennifer Welsh	Chief Executive
Mr Owen Harkin	Executive Director of Finance/Deputy Chief Executive
Mr Jim McCall	Non-Executive Director
Mr Gerard McGivern	Non-Executive Director
Mr Paul Corrigan	Non-Executive Director
Mrs Suzanne Pullins	Executive Director of Nursing, Paediatrics, Women's Services & Corporate Support
Maura Dargan	Executive Director of Social Work

In attendance:

Mrs Jacqui Reid	Director of Human Resources/Head of Office
Mr Kevin McMahon	Divisional Director of Surgical and Clinical Services
Mrs Audrey Harris	Divisional Director of Medicine and Emergency Medicine
Mr Neil Martin	Director of Strategic Planning, Performance and ICT
Mrs Diane Spence	Divisional Director of Community Care
Dr Petra Corr	Divisional Director of Mental Health, Learning Disability and Community Wellbeing
Miss Colette Carey	Office Manager
Mrs Joanne Edgar	Head of Communications
Mrs Alison Irwin	Head of Equality
Ms Gill Murphy	Observer
Ms Caroline Bucklee	Interim Head of Service, Homecare
Ms Lauren Walker	Homecare Worker
Ms Anne Darragh	Homecare Worker

Members of the Public:

Michelle Weir	Journalist
Maurice Bradley	DUP MLA
Gemma Brolly	Chairperson of the Causeway Maternity Campaign



TB59/23 Apologies

Apologies were received from Mrs Wendy Magowan, Director of Operations, Mr Glenn Houston, Non-Executive Director and Mrs Martina Bradley, Boardroom Apprentice.

TB60/23 Conflicts of Interest/Declarations of Interest

There were no conflicts of interest raised.

TB61/23 Chair's Report

Ms O'Reilly welcomed everyone to the Trust Board meeting. The Chair provided an update on a number of events she had attended since taking up her post as Chair of the Trust. This included the launch on the Independent Review of Children's Social Care Services in Northern Ireland hosted by Professor Ray Jones. The event included speakers representing staff, young people and families. Maura Dargan noted that Professor Jones had published a detailed report, which included developmental pathways and high level recommendations.

TB62/23 Chief Executive's Report

Mrs Welsh noted that she too attended a number of official events, including the RCN NI Nurse of the Year. Mrs Welsh extended her congratulations to Vicky Burns who won the Nurse of the Year Award.

Mrs Welsh referred to the consultation on Transformation of Acute Maternity Services and the recommendation that all hospital births should take place at Antrim Area Hospital. Mrs Welsh advised this was a very important decision, taken following consultation and the concerns of clinical staff. A presentation will be made to Trust Board under item eight on the agenda

Mrs Welsh also attended a recognition event held for staff and volunteers who were part of the Trust's COVID-19 testing service. Those involved were presented with a special certificate as an expression of gratitude for the significant role they played throughout the pandemic.

Mrs Welsh joined Trust colleagues to celebrate the graduation of Safety Quality North (SQN) Cohort 4. Mrs Welsh advised it was the Quality Improvement team's largest event to date, with 54 graduates receiving certificates of completion, representing 36 improvement



projects in total. Mrs Welsh noted her delight in presenting the awards.

Mrs Welsh concluded her update by providing by advising that Mrs Wendy Magowan, Director of Operations would retire on the 31st July 2023. Mrs Welsh thanked Mrs Magowan for her many years of service to the Trust. Ms Gillian Traub has been appointed as the new Director of Operations and would be joining from her current post as Director of Adult Community, Older Peoples Services and Allied Health Professionals in the Belfast Trust.

TB63/23 Account of Patient/Client Experience

Mrs Spence introduced Caroline Bucklee, Interim Head of Homecare Services, Lauren Walker, Homecare Worker and Anne Darragh, Homecare Worker. Ms Bucklee provided background on the staff recognition event that took place in March 2023. Ms Bucklee advised that the Cloughmills Double Team were winners of the 'Innovative practice to support good quality care'. The team demonstrated a level of person centred care and compassion that truly reflected the Trust's values. The team had learnt that their service user's favourite day out was going to the beach for a picnic. As the service user could no longer go to the beach, the team decided to bring the beach to her. Ms Walker and Ms Darragh advised that the feedback from the service user and her family has been very positive and the service user continues to reminisce with staff about this experience.

Ms O'Reilly thanked Ms Bucklee, Ms Walker and Ms Darragh for sharing their wonderful story and emphasised the importance of the relationship between Service Users and their carers. The Chair was pleased to see that staff felt empowered to provide care and support that was outside the standard care plan and to show compassion to the Service User. They had provided special memories.

TB64/23 Minutes of Meeting held on 25th May 2023

The minutes of the meeting of 25th May were approved by Trust Board.

TB65/23 Matters Arising

There were no matters arising.

TB66/23 Transformation of Acute Maternity Services

Ms O'Reilly welcomed Mr Maurice Bradley, DUP MLA and Ms Gemma Brolly, Chairperson of the Causeway Maternity Campaign. Ms O'Reilly advised that Trust Board would be making a presentation on the transformation and future of Causeway Hospital.

Mr Martin and Mrs Pullins advised that the public consultation ran from 25th November 2022 to 3rd March 2023 and that during this period the Trust held five engagement events which 109 people attended. A total of 445 regional organisations and representatives groups were informed and 689 local groups and organisations were informed of the consultation. A total of 273 responses were received. The results were presented at Trust Board on 23rd March 2023 and approval was given to Option 4 (move all inpatient births to Antrim Area Hospital). Approval was received from Department of Health (DOH) on 8th June 2023.

Mrs Pullins advised that the operational arrangements would come into effect from 17th July 2023, and preparations were underway to introduce the new model. A range of engagement meetings were held and the feedback identified key concerns such as; additional travel time for birthing mothers to Antrim Area Hospital, staff transfers and the need to promote a communication strategy for mothers and holidaying mothers in the Causeway Coast and Glens area. Mrs Pullins discussed the Acute Maternity Services Reconfiguration Project Plan and highlighted the five work streams that were established to coordinate the transition. Mrs Pullins noted homebirth arrangements remain as before and the Trust continued to liaise with mothers.

Mr Martin noted that Causeway Hospital was a key part of the Trust's acute hospital network and the Trust was committed to maintaining acute services and an Emergency Department on the site. Investment of £1.8million from No More Silos was being made available and the Trust was developing plans to invest this in emergency and acute care, frailty and care of the elderly.

Ms O'Reilly thanked Mr Martin and Mrs Pullins for the detailed oversight and clear direction for Causeway Hospital investment.

Ms Brolly advised Trust Board that the Causeway Maternity Campaign was supported both locally by Northern Trust staff, the community and also internationally. She noted the public consultation was not a referendum and that the Campaign is seeking legal advice. Ms Brolly thanked Trust Board for their detailed presentation.

Ms Brolly raised a number of questions from concerned members of the public, community groups and staff in relation to additional travel time, transport availability and what steps are in place for a birthing mother in an emergency situation.

Ms Brolly noted staff were hurt as they felt they had not been engaged with prior to the media statement being released. Ms Brolly stated she does not feel her questions have been addressed today, that limited communication has been issued and that the Trust has failed to be transparent in its decision.

Ms O'Reilly thanked Ms Brolly for her comments and asked Mr Bradley for his input.

Mr Bradley confirmed that he believed a legal challenge would be upheld and expressed his disappointment on how the Trust made decisions. Mr Bradley asked that more services be moved from Antrim Area Hospital to Causeway Hospital.

Ms O'Reilly thanked Mr Bradley and Ms Brolly for joining Trust Board and reiterated that the Trust had plans and a vision for both Antrim and Causeway Hospitals. She apologised for any confusion regarding the statement made by Mrs Brolly. The Trust is committed to maintaining channels of communication at this important time of change and engage with local representatives and offered a meeting with the Chief Executive and colleagues to discuss the matter further.

TB67/23 Performance Report as at 31st May 2023

Mr Martin advised that the DOH had launched the 'My Waiting Times NI' website; the website enables patients to find out the average waiting times for a first outpatient hospital appointment across the different clinical specialties in each Health and Social Care Trust area. Mr Corrigan asked how would a Northern Trust patient waiting for a speciality appointment in Belfast Trust know which department to contact. Mr Martin advised all correspondence for the appointment would be issued from the speciality department and the public could contact the Northern Trust for information and be re-directed if necessary. Dr Watkins enquired about the methodology used for the waiting times. Mr Martin advised that the Strategic Planning and Performance Group of DOH had adopted the methodology of NHS England.

Cancer: Mr Martin discussed cancer care performance and highlighted an improving position. Mr McCall asked if the independent sector had been scoped. Mr Mahon confirmed it had however he noted there was no additional funding to pursue same.

Mental Health and Learning Disability: Dr Corr was pleased to report to Trust Board an improved waiting time across Community Mental Health services. Mr McCall thanked Dr Corr for her update.

TB68/23

Finance Report as at 31st March 2023

Mr Harkin presented the finance report; he noted the report was in a new format and welcomed any feedback. Mr Harkin advised the Trust has worked with SPPG to produce an outline draft Financial Plan and the current estimate is for a deficit of £43.3million. Mr Harkin noted SPPG had set the Trust a savings target of £29.4million. The Trust has identified savings plans of £16.1million, to date, £5.8million projected of these have been achieved. However this leaves a gap of £13.3million between the retracted savings target and the identified plans. The identified £16.1million of savings plans are made up of repeatable non-recurrent elements delivered in previous years, one-off achievable savings that are not deliverable in future years, recurrent pharmacy savings and savings on agency staffing and one to one care packages.

Mr Harkin explained to Trust Board that the Trust continues to have a high level of spend on flexible staffing and a significant proportion of the Trust's expenditure is on both on and off framework agencies. There is now regional focus on reducing agency spend and, in particular, reducing off framework spend. This has commenced in social work and nursing agency staff. Mr Harkin advised that all off framework social work agency utilisation ceased as at 1st April 2023 and off-framework nursing agency utilisation will cease as of 15th August 2023. Mr McCall acknowledged the work involved to cease agency staffing. Maura Dargan advised majority of agency staff have transitioned to Trust contracts.

Ms O'Reilly thanked Mr Harkin for his detailed report.

TB69/23

TeamNORTH People Report

Mrs Reid presented the People Report to Trust Board and discussed the issues with recruitment. An issue log has been developed for managers. Current activity shows there were 450 applications in process and that there was a decrease in the time taken from conditional offer to final offer. The current Trust absence level is 7.30% against a new target set for 2023/24 of 7.5%. The Trust target for 2022/23 was 6.83%. Trust's Managing Absence Group has been re-invigorated to support managers in getting to the new target. Mr McGivern enquired if the Trust has engaged with trade union side to develop attendance management proposals. Mrs Reid advised that trade unions were not currently engaged due to Action Short of Strike (ASOS).

Mr Corrigan expressed his disappointment on the absence level. Mrs Reid acknowledged Mr Corrigan's concerns and advised the Trust is liaising with the DOH to manage absence and support staff.



Mrs O'Reilly thanked Mrs Reid for her report.

TB70/23 Approval of Business Cases

- **The provision of fit for purpose accommodation in the Robinson Memorial Community Hospital**

Mrs Spence explained the Business Case had previously been presented at Trust Board in May 2021. Unfortunately the works could not be progressed at that time and a revised proposal was developed for an extension to the existing hospital, including a new plant room. Mrs Spence advised the capital costs for the improvement works are £2,121,422.

Trust Board approved the Business Case.

Business Cases for noting

- **Main CT Replacement Causeway Hospital 2022-23**

Mr McMahon noted the project will upgrade and modernise the existing plant room in Causeway Hospital. Trust Board noted the update.

- **Learning Disability Ward in Holywell**

Dr Corr advised Trust Board that additional enabling works are required. Trust Board noted the update.

- **Enabling works for the Implementation of the new contract and change of analysers in the Laboratory on the Antrim Hospital site.**

Trust Board noted the tender return was higher than expected due to high costs in the industry. Trust Board noted the update.

TB71/23 Board Governance Self-Assessment

Trust Board approved the Board Governance Self-Assessment.

TB72/23 Review of Corporate Plan 2022/23

Trust Board approved the review of the 2022/23 Corporate Plan.

TB73/23 Directed Statutory Functions



Trust Board approved the Directed Statutory Functions.

TB74/23

Annual Involvement Report 2022/23

Mrs Irwin presented the Annual Involvement Report and advised that the report provided information on how the Trust has worked in partnership with service user, carers, communities and staff to develop and improve services. Trust Board members commended the report and thanked Mrs Irwin and her team.

Trust Board approved the Annual Involvement Report.

TB75/23

Rural Needs Annual Monitoring Report 2022/23

Mrs Irwin presented the Rural Needs Annual Monitoring Report to Trust Board, which provided a summary of activity over the last financial year. Mr McGivern enquired about the Connect North Link Worker Service Screening Outcome Report and how the service users are supported in rural broadcast usage areas. Mrs Irwin advised a hybrid approach is adopted.

Trust Board approved the Rural Needs Annual Monitoring Report.

TB76/23

Capital Plan 2023/24

Trust Board approved the Capital Plan.

TB77/23

Principal Risk Document

Trust Board noted the Principal Risk Document.

TB78/23

Update on Mental Health Inpatient Services Capital Development

Dr Corr highlighted the current issues: there was a delay in Design Stage 3 which has impacted the overall programme. Although the completion date was not yet fully agreed, it was likely to be handed over in October 2026 with a six month commissioning period taking opening to April 2027. Mr Corrigan enquired about the enabling works to support the planning application for the new road access. Dr Corr advised the Trust has contacted Land and Property Services (LPS) and the Senior Valuer is to attend site and agree next steps.

Trust Board noted the update.

TB79/23

Capital Programme as at 31st May 2023



Trust Board noted that the most recent Capital Resource allocation at 4th May 2023 was £16,923m. The position at 31st May 2023, showed that 17 business cases (55%) have been received and are at various stages in the QA process, an increase of eight from the position presented at the May Trust Board. Mr Martin advised 14 are still outstanding.

Trust Board noted the update.

TB80/23

Committee Minutes

- **Assurance Committee**

Trust Board noted the minutes of the Assurance Committee held in March 2023.

TB81/23

Use of Trust Seal

Trust Board noted the instances where the Trust Seal had been used.

TB82/23

Any Other Business

There were no items of any other business raised.

TB83/23

Public Questions

There were no public questions.

TB84/23

Date of Next Meeting

Thursday 24th August 2023 at 10am