



Southern Health
and Social Care Trust

Quality Care - for you, with you

Chief Executive's Business

Trust Board

Thursday 30 January 2020



Chief Executive's Business

28 October 2019 – 26 January 2020

Staff Engagement and visits:

- JNCF Meetings
- Medical Staff Meeting, CAH
- HCAI Strategic Forum Meeting
- Medical Forum Meeting
- Chief Visits to:
 - ✓ Community Sector Training & Verve Neighbourhood Renewal Project, Brownlow Health Centre
 - ✓ Executive Director of Nursing Team Meeting
 - ✓ Anaesthetic Hub, CAH
 - ✓ Radiology Department, CAH

Trust Representation:

- Chief Executive Meetings
- Transformation Programme Board Meeting
- Digital Shared Services Programme Board
- Encompass Programme Board
- Regional Procurement Board Meeting
- USC Strategic Forum Meeting
- CYPSP Programme Board Meeting
- Mid Year Accountability Meeting
- DHH Pathfinder Strategic Investment Group Meeting

Stakeholder Engagement Process:

- RQIA Feedback Session with Staff, Diagnostic Imaging Department, DHH
- Meeting with Mid Ulster Council Chair & Chief Executive
- Mid Ulster Council Meeting, Council Offices, Dungannon
- Meeting with Nuffield Trust – visit to NI
- NHS Confederation - Visit to NI
- 6th Annual Quality Improvement Event, The Junction, Dungannon
- CAWT Management Board Meeting
- Launch of the Infant Mental Health Strategy, Seogoe Hotel, Portadown



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- Meeting with Elected Representatives:
 - UUP
 - DUP
- IHRD Workshop for the draft HSC Board Member Handbook
- IR(ME)R Inspection to Banbridge HSC Diagnostic/Interventional Radiology
- Visit by Moderator & Members of the Presbyterian Church to CAH



1.0 Local / Regional Update:

1.1 New Health Minister appointed

1.2 North Antrim MLA, Robin Swann has been appointed the new Health Minister.

1.3 Speaking following his appointment as the new Health Minister, Robin Swann said:

1.4 Delighted to be appointed Minister for Health. Looking forward to getting to know my portfolio and facing the challenges ahead.”

2.0 Industrial action

2.1 Unison, Unite and the Royal College of Nursing (RCN) suspended strike action following talks with the Department of Health.

2.2 The health minister, Robin Swann, said the news would "be welcomed by many, not least by patients and of course staff who took industrial action with a very heavy heart".

2.3 An agreement around how the Department would implement the necessary processes to increase the number of staff working across the health and social care service is yet to be agreed.

3.0 Priorities for the restored executive set out in ‘New Decade, New Approach’

3.1 The parties have agreed that the immediate priorities for the restored executive should be:

3.2 Transforming our health service with a long-term funding strategy. The Executive will:

- Immediately settle the ongoing pay dispute:
- Introduce a new action plan on waiting times: and
- Deliver reforms on health and social care as set out in the Bengoa, Delivering Together and Power to People reports.
- No-one waiting over a year at 30 September 2019 for outpatient or inpatient assessment/treatment will still be on a waiting list by March 2021.
- The Executive will reconfigure hospital provision to deliver better patient outcomes, more stable services and sustainable staffing. Improvements will

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be made in stroke, breast assessment, urgent and emergency care and day case elective care by the end of 2020.

- The Executive will also deliver an extra 900 nursing and midwifery undergraduate places over three years.
- The Executive will consider the scope for changing how waiting times are measured, to reflect the entire patient journey, from referral to treatment, with appropriate targets.
- The Executive will publish a Mental Health Action Plan within 2 months.; a Mental Health Strategy by December 2020; a successor strategy and action plan to the Strategic Direction for Alcohol and Drugs Phase 2 within 3 months; and a new strategy and Implementation plan on cancer by December 2020.
- The Executive will build capacity in general practice through the ongoing rollout of Multi Disciplinary teams to cover a further 100,000 patients by March 2021.
- The Executive will provide increased investment to fully implement service improvements for palliative and end of life care including enhancing the contribution of hospices; and to increase support for palliative perinatal care.
- The Executive will provide 3 funded cycles of IVF treatment.
- The Executive will expand university provision at Magee in line with commitments made by the previous Executive, including through the establishment of a Graduate Entry Medical School.

4.0 Suicide prevention

- 4.1** Health Minister Robin Swann has said suicide prevention is a top priority for him and his department.
- 4.2** High-profile people including Gary Lightbody have signed a letter calling for Stormont to declare a public health emergency on suicide and calls for spending on mental health to be doubled as a first step in addressing NI's suicide rate.
- 4.3** Robin Swann said those signing the letter were right to highlight suicide as one of the biggest challenges facing society and that "urgent action is needed".
- 4.4** Northern Ireland has the highest suicide rate in the UK, with five people dying each week, and since Christmas there have been at least five suicides reported in north Belfast alone.



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4.5 In September 2019, [the Protect Life 2 suicide prevention strategy](#) laid out plans to reduce Northern Ireland's suicide rate by 10% in the next five years but the open letter is asking for a bigger commitment.

4.6 Mr Swann said he was placing top priority on the full implementation of the Protect Life 2 strategy and he intended to convene a meeting of the cross-departmental ministerial co-ordination group on suicide prevention as soon as possible.

4.7 www.bbc.co.uk/news/uk-northern-ireland-51177099

5.0 Hospitals faced significant pressures over Christmas and New Year period.

5.1 For the period 20 December 2019 to 3 January 2020:

- The number of people who waited more than 12 hours in an Emergency Department (ED) to be seen, treated and either discharged or admitted to a hospital bed increased from 723 breaches last year to 2,435 breaches this year. Of the 1,714 additional 12 hour breaches this year 1,052 were aged 65 or over.
- Whilst there was 8% decrease in the number of people who attended Emergency Departments over the holiday period (compared to last year), there was a 7% increase in the number of older patients - aged over 65 - in the most urgent categories.
- Compared to five years ago (2014/15) – the overall attendances at ED are up by 9% and for those aged 65 and over, there was a 22% increase.
- There were 6% fewer adult patients discharged from the main hospitals with 182 more admissions than there were discharges. This highlights the pressures on community services and the limited availability of community packages over the holiday period to allow patients to be discharged from hospital.
- Across the region, for the 15 day period, the average waiting time for those to be seen, treated but not admitted was 3 hours 30 mins; the average waiting time to be admitted to a hospital bed was 11 hours 45 mins.

5.2 A spokesperson for the Health and Social Care system said:

5.3 “The figures released show that, similar to other parts of the UK and Ireland, health and social care services in Northern Ireland have and continue to be under sustained pressure over the holiday period.

5.4 “We would pay tribute to our staff who are working tirelessly to ensure that patients receive the care that they need.



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- 5.5** “Health service organisations have repeatedly made it clear that the 2019/20 winter period would again bring serious challenges. Despite the plans in place, some patients have had to wait for unacceptably long periods in Emergency Departments – for that we sincerely apologise.
- 5.6** “The challenges are in part due to an increase in older, sicker patients attending Emergency Departments. These patients will often require longer in-patient stays and then more complex social care packages when they are ready to leave hospital.
- 5.7** “The well documented workforce shortages, as well as the impact of flu and the norovirus have also compounded the pressures.
- 5.8** “All HSC organisations will continue to work closely to ensure that the most urgent and sickest patients are prioritised.
- 5.9** “In the longer term, we need a radical transformation of services. The Department of Health is currently carrying out a review of urgent and emergency care to establish a new regional care model for the next 10-15 years. An initial report is expected early 2020, which will outline the current challenges facing urgent and emergency care services and explore some potential solutions.”

6.0 Changing role of Commissioning health and social care.

- 6.1** The Northern Health and Social Care Trust has been running a pilot of moving to local outcome based commissioning. The proposed Northern Area Change Plan has been developed as a prototype for the delivery of an integrated care system for Northern Ireland. It aims to introduce a more engaging way of delivering an integrated care system involving Local Commissioning Groups, councils, community pharmacy, GPs and the community and voluntary sectors in a bid to improve the way healthcare is delivered in the area.
- 6.2** It is expected that the learning from the Northern Trust project will be rolled out elsewhere in Northern Ireland, with ‘place-based planning’ becoming the model for commissioning local services

7.0 Hospital bed numbers

- 7.1** The number of beds available for hospital patients on a daily basis across Northern Ireland has fallen by 10% over the past decade. In the Belfast Trust the number has dropped by over 20%, from 2,402 in 2011 to a low of 1,967 in 2019



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7.2 The only health trust area to have seen the number of available beds rise during this period is in the South Eastern trust, with 943 beds available in 2019 compared to 927 in 2011.

7.3 In the Northern trust area 1,046 beds were available on average each day in 2011, but that number fell to 1,014 in 2019, though the figure has recovered from an average low of 966 in 2016.

7.4 In the Southern Trust area the number fell to 893 in 2018. For 2019 the average number available was 913, but that's still well below the average 997 that were available each day in 2011.

7.5 In the Western Trust area the number of available beds has dipped below 900, with 896 available compared to 999 in 2011.

7.6 <https://www.belfasttelegraph.co.uk/news/northern-ireland-hospital-bed-numbers-drop-by-10-over-decade-38870255.html>

8.0 Drug-related deaths

8.1 The number of drug-related deaths in N. Ireland was 189 last year, according to official statistics - 40% higher than 2017 (136), and has more than doubled over the last 10 years.

8.2 Northern Ireland Statistics and Research Agency figures show that half of the deaths involved three or more drugs. Heroin and morphine were connected to 40 of the deaths, the highest number on record.

8.3 The statistics also show that people living in deprived areas are five times more likely to die from a drug-related death. Half of the 189 deaths were men ages 25-44.

8.4 Drug-related deaths involving cocaine increased to the highest level on record from 13 in 2017 to 28 in 2018. Pregabalin appears in 28.6% of all drug related deaths.

8.5 Almost 23% per cent of all drug-related deaths in 2018 also mentioned alcohol on the death certificate, a proportion which has remained relatively consistent over the last five years.

8.6 <https://www.bbc.co.uk/news/uk-northern-ireland-51136759>

9.0 Dr Watt

9.1 The General Medical Council (GMC) said in a statement that evidence exists to justify examining the clinical skills of Dr Michael Watt



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9.2 The GMC said: "We believe we have sufficient evidence to progress our primary case relating to the doctor's clinical skills, in order to protect future patients."

9.3 The General Medical Council (GMC) is contacting the patients concerned to update them.

9.4 A report in December into the recall found 68% of patients had a diagnosis [that was considered to be secure](#).

9.5 Of the 2,952 patients assessed, 617 had a diagnosis that was considered not to be secure. For 329 patients "there was uncertainty in respect of whether the previous diagnosis was secure".

9.6 <https://www.bbc.co.uk/news/uk-northern-ireland-51178888>

10.0 National and International Update

10.1 Every major A&E unit in England has failed to hit its four-hour waiting time target for the first time according to figures released by the NHS.

10.2 All 118 units fell below the 95% threshold in November as the NHS posted its worst performance since targets were introduced more than a decade ago.

10.3 Alongside the growing waits in A&E, the data showed there were record delays finding beds for the sickest patients.

10.4 The numbers on waiting lists for routine care also hit an all-time high.

10.5 NHS England medical director Prof Stephen Powis said the NHS was facing a "very tough few months".

10.6 He said staff were "pulling out all the stops" but added that increasing demand, particularly among patients with complex illnesses, and a shortage of staff were making it difficult.

10.7 Nigel Edwards, of the Nuffield Trust think tank, said the figures were "very worrying" as the coldest months were still to come.

10.8 Close to 90,000 patients waited more than four hours for a bed to be found in November - nearly double the number from two years ago and the highest on record.

10.9 More than 1,000 patients waited more than 12 hours.

10.10 Figures also show there were 4.45 million people on waiting lists for non-emergency treatment - the most since records began in 2007.



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10.11 The number waiting more than 18 weeks is also at its worst level since the target was introduced in 2012.

10.12 Just 84.7% of patients were waiting less than 18 weeks at the end of October.

10.13 The target to start treating cancer patients within 62 days of an urgent referral is also being missed.

10.14 It is now more than three years since any of the main targets were hit.

11.0 Prostate cancer

11.1 The number of men dying from prostate cancer in the UK has hit an all-time high, new figures show. Office for National Statistics show there were 12,031 deaths from the disease in 2017– up from 11,637 the year before and 11,307 in 2014.

11.2 The rise is not due to prostate cancer becoming more deadly, but is largely due to an ageing population, which means more men are being diagnosed with the disease.

11.3 In 2017, 48,561 men were newly diagnosed with prostate cancer, up from 48,523 the year before and 47,864 from the disease overall by the end of this decade.

11.5 Prostate Cancer UK, said there are two in 2014.

11.4 Prostate cancer is the most common cancer in men in the UK and is set to be the most commonly diagnosed main barriers to curbing the number of deaths – late diagnosis, and cancer coming back. Only 47% of men are diagnosed at an early stage, while men whose cancer is thought to be curable can often see it return. The organisation said its research plans are looking at improving diagnosis, including the possibility of introducing an NHS screening programme.

11.6 <https://www.itv.com/news/2020-01-16/number-of-men-dying-from-prostate-cancer-at-all-time-high/>

12.0 Clinical Negligence

12.1 A BBC Freedom of Information request has shown that the NHS in England faces paying out £4.3bn in legal fees to settle outstanding claims of clinical negligence.

12.2 Each year the NHS receives more than 10,000 new claims for compensation. The Department of Health has pledged to tackle "the

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unsustainable rise in the cost of clinical negligence". The Department said there had been no decline in patient safety.

12.3 Estimates published last year put the total cost of outstanding compensation claims at £83bn. NHS England's total budget in 2018-19 was £129bn.

12.4 The Association of Personal Injuries Lawyers (APIL) believes the cost is driven by failures in patient safety.

12.5 Doctors represented by the Medical Defence Union (MDU), are calling for "a fundamental" reform of the current system including a change in the way compensation is calculated, and the establishment of an independent body to assess claims.

12.6 NHS Resolution, which oversees clinical negligence claims for the NHS mediation as one solution.

12.7 www.bbc.co.uk/news/health-51180944

13.0 New cancer clinic

13.1 A centre in Wales for quickly diagnosing cancer has reduced waiting times by up to 92% in its first year and cut costs, according to a study by Swansea University's Centre for Health and Economics

13.2 Patients going to GPs with non-specific but possibly cancerous symptoms were sent to a rapid diagnosis centre at Neath Port Talbot Hospital. Swansea Bay University Health Board said waiting times were cut to less than six days.

13.3 Between June 2017 and May 2018, GPs referred 189 patients to the half-day clinic, which ran twice a week.

13.4 Patients were either diagnosed with a suspected cancer and referred to a specialist, given a different diagnosis, told no serious problem could be found, or sent for further investigation. If no further investigations were needed, patients were diagnosed in an average of 5.9 days.

13.5 The study found the rapid diagnosis clinic will provide better value for money for the NHS, alongside shorter waiting times for patients, if it is run at more than 80% capacity.

13.6 The authors of the paper, which has been published in the British Journal of General Practice, said: their analysis was a conservative indication of the benefits the centre could bring, but they plan to continue the study in order to collect more data.

14.0 Child abuse report

14.1 One in five adults in England and Wales experienced abuse before they were 16 years old, according to a report by the Office for National Statistics (ONS). The report studied the emotional, physical and sexual abuse of children.

14.2 The ONS estimates that 8.5 million people aged between 18 and 74 were abused or witnessed abuse as children. Around 14% of adults who sought help from the National Association for People Abused in Childhood (Napac) last year had not told anyone before.

14.3 It was compiled using data from the Department for Education, the Welsh Government, Napac, and the National Society for the Prevention of Cruelty to Children (NSPCC).

14.4 It also shows that at the end of March last year, more than 54,000 children were in the care of local authorities in England and Wales because they had experienced or were at risk of abuse.

14.5 The ONS report also found that half of adults (52%) who experienced abuse as children also experienced domestic abuse later on, compared with 13% of those who did not.

14.6 www.bbc.co.uk/news/uk51105266

15.0 Cholesterol injection

15.1 A twice-a-year injection that reduces bad cholesterol to protect the heart is to be pioneered by the NHS in England.

15.2 Later this year, a "ground-breaking" large-scale clinical trial will offer NHS patients a new form of medicine, gene silencing, in an injection called inclisiran.

15.3 Health Secretary Matt Hancock said the initiative could save 30,000 lives during the next decade. The Department of Health and Social Care says it would prevent 55,000 heart attacks and strokes each year for every 300,000 patients treated.

15.4 Trials presented at the European Society of Cardiology last year showed it could cut bad cholesterol levels in half within weeks.

15.5 NHS patients who have not had a heart attack or stroke but are at high risk of having one will be invited to take part in the latest trial. About 40,000 people might be eligible.

16.0 Manchester sex report

16.1 A report, commissioned by Greater Manchester Mayor Andy Burnham focussed on the death in 2003 of 15-year-old Victoria Agoglia, who was in the care of Manchester City Council, and GMP's subsequent Operation Augusta, has been published.

16.2 The report, by childcare expert Malcolm Newsam and former Det Supt Gary Ridgeway, forms the first half of a larger investigation launched after the broadcast of the BBC documentary about child sex exploitation in Greater Manchester.

16.3 After Victoria's death in 2003, police identified at least 97 "predominantly Asian" suspects, but "very few" faced justice, the independent review found.

16.4 Greater Manchester Police (GMP) said it was now reviewing all the cases covered in the report and had made a voluntary referral to the Independent Office for Police Conduct "to determine if there are any conduct matters that should be investigated".

16.5 At the time she died, Manchester Social Services said it had done everything possible to keep Victoria safe.

16.6 Apologising for the multi-agency failings, Mayor Burnham said the report made "extremely difficult reading" but it was "only by fully facing up to past failures that we will be able to correct them". He said Victoria's death "should have been a wake-up call" as it "exposed a network of paedophiles brazenly abusing young people in care".

16.7 He added the system was "guilty of appalling failings" and that going forward, "we will have a zero tolerance approach to child sexual exploitation of any kind".

16.8 <https://www.bbc.co.uk/news/uk-england-manchester-51093159>

17.0 Roseberry Park Hospital

17.1 Middlesbrough MP Andy McDonald said he had concerns over the "basic elements of care" at Roseberry Park Hospital. Two adults died at Roseberry Park mental health hospital last year. The MP called for NHS England to include the facility in an ongoing inquiry into nearby West Lane Hospital where patients also died.

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17.2 Mr McDonald told BBC Tees there were "striking parallels" between the hospitals and added "there seems to have been a culture of trying to get people to be quiet and not raise issues".

17.3 Tees, Esk and Wear Valleys NHS Trust said it "wouldn't be appropriate to comment" on individual incidents. NHS England said it was in regular contact with Mr McDonald and was "aware of the additional concerns he has raised".

17.4 Inpatient wards at West Lane Hospital were closed in September following the deaths of two patients. Twenty staff members were suspended by the trust in the 12 months leading up to the ward closures as the Care Quality Commission said patients were at high risk of "avoidable harm".

17.5 <https://www.bbc.co.uk/news/uk-england-tees-51182581>

18.0 Coronavirus

18.1 The new strain of coronavirus, which causes a type of pneumonia, can pass from person to person, China confirmed.

18.2 There are now more than 200 cases, mostly in Wuhan, though the respiratory illness has also been detected in Beijing, Shanghai and Shenzhen.

18.3 The number of people infected with a new virus in China is increasing, with the outbreak spreading from Wuhan to other major cities.

18.4 Three people have died. Japan, Thailand and South Korea have reported cases. Although the outbreak is believed to have originated from a market, officials and scientists are yet to determine exactly how it has been spreading.

18.5 Experts in the UK told the BBC the number of people infected could still be far greater than official figures suggest, with estimates closer to 1,700.

18.6 <https://www.bbc.co.uk/news/world-asia-china-51171035>

19.0 Vaccines

19.1 Scientists have developed a new method that they believe could cut the cost of making and transporting vaccines by "by about 80%".

19.2 Researchers in Mexico say their technique also can also be used to produce vaccines that can be stored at room temperature and have a longer shelf-life.



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19.3 The scientists say their findings, published in the journal BMC Biotechnology, opens up the possibility of developing vaccines that generate a sufficient immune response without the need for an adjuvant or refrigeration.

19.4 Jimmy Whitworth, a professor of international public health at London School of Hygiene & Tropical Medicine, who was not involved in the study, said that there are some “encouraging aspects” to the research, although the findings are mainly preliminary.

19.5 <http://www.irishnews.com/magazine/science/2020/01/21/news/new-method-could-cut-cost-of-making-vaccines-by-80-study-1820197/>