

**Minutes of a Trust Board meeting held in public on
Thursday, 29th August 2019 at 11.30 a.m., in the
Bronte Conference Room, Banbridge Health and Care Centre**

PRESENT

Mrs R Brownlee, Chair
Mr S Devlin, Chief Executive
Ms G Donaghy, Non-Executive Director
Mrs P Leeson, Non-Executive Director
Mrs H McCartan, Non-Executive Director
Mr M McDonald, Non-Executive Director
Ms E Mullan, Non-Executive Director
Mr J Wilkinson, Non-Executive Director
Dr M O’Kane, Medical Director
Ms H O’Neill, Director of Finance, Procurement and Estates
Mrs H Trouton, Interim Executive Director of Nursing & Allied Health Professionals

IN ATTENDANCE

Mr B Beattie, Acting Director of Older People and Primary Care
Mr D Douglas, Assistant Director of Children and Young Peoples Services
(for Mr P Morgan)
Mrs M McClements, Interim Director of Acute Services
Mr B McNeany, Director of Mental Health and Disability Services
Mrs A Magwood, Director of Performance and Reform
Mrs V Toal, Director of Human Resources and Organisational Development
Mrs R Rogers, Head of Communications
Mrs S Judt, Board Assurance Manager
Mrs P Keenan, Boardroom Apprentice
Ms C Ramsey, QUB Mentee, CPANI Public Board Mentoring Scheme
Mrs S McCormick, Committee Secretary (Minutes)

APOLOGIES

Apologies were recorded from Mrs S Rooney, Non-Executive Director, Mrs E Gishkori, Director of Acute Services and Mr P Morgan, Director of Children and Young People’s Services / Executive Director of Social Work.

1. CHAIR'S WELCOME

The Chair welcomed everyone to the meeting and in particular Mr B Beattie in his role as acting Director of Older People and Primary Care and Mr D Douglas, Assistant Director of Children and Young People's Services, deputising for Mr P Morgan. The Chair also welcomed back Mrs H McCartan, Non-Executive Director, following her recent surgery. At this point, members were reminded of the principles of Board meeting etiquette and asked that mobile phones are turned to silent and laptops/iPads are used for accessing Board papers only during the meeting.

The Chair was pleased to welcome seven members of Trust staff from the Human Resources and Organisational Development Directorate, including Ms M Williamson, Deputy Director of Human Resources – Workforce and Organisational Development and stated that she would welcome their feedback in terms of what they will learn at today's meeting and how they take this learning back to their colleagues.

The Chair also welcomed and introduced Mrs P Keenan, Boardroom Apprentice programme and Ms C Ramsey who is undertaking the Queen's University Post Graduate School Joint Mentoring Scheme in conjunction with the Commissioner for Public Appointments NI.

2. DECLARATION OF INTERESTS

The Chair requested members to declare any potential conflicts of interest in relation to any matters on the agenda. There were no conflicts of interest noted.

3. PRESENTATION: 'HSC VALUES'

The Chair welcomed Mrs M Williamson to the meeting to present the new "HSC Values": i) Working Together, ii) Compassion, iii) Excellence and iv) Openness and Honesty. By way of introduction, Mrs Toal set the scene and advised that Board members will already be familiar with these having spent some time developing a set a Board behaviours aligned to the new values. Mrs Toal outlined that the core theme running through these values and behaviours is "Every Contact Matters".

At this point, Mrs Williamson asked members to think about what the values really mean for them individually, as a Trust Board team and as an organisation and she emphasised the challenge in how these are embedded in everyday practice. She stated that behaviours provide a

guide for how individuals bring their values to life and define how they are expected to approach their work. Mrs Williamson pointed out these values and behaviours send a clear message to patients, service users, families and carers about the care and support they should expect and how this should be delivered and highlighted to members the cost of getting it wrong.

Mrs Williamson continued by outlining the plans for communicating and embedding the HSC values and behaviours across the Trust and the importance of seeing cultural change implemented. The Chair welcomed this work and stated it was a good basis for further discussion by Trust Board at its Board Development Day in November 2019.

Discussion ensued and Ms Mullan highlighted the importance of introducing these values/behaviours at the beginning i.e. the recruitment stage. Mrs Toal advised that a regional working group has been set up to look at embedding the new values/behaviours across the system in terms of values based recruitment. Mr McDonald referred to Mr McBride's comments earlier in the morning on 'Openness' and taking this forward with each other and our service users. He emphasised the importance of being more explicit into the future and how training sends out a clear message. Mr Wilkinson asked if the Trust could demonstrate through policies and procedures that these values/behaviours are core to the function of the organisation and he referred in particular to the area of staff wellbeing. In speaking from a Human Resources perspective, Mrs Toal acknowledged significant work ahead in terms of re-thinking current policies and procedures to allow the new values/behaviours to embed and create a new culture.

The Chair welcomed the helpful presentation delivered by Mrs Williamson and stated the Chief Executive along with the Trust Senior Management Team (SMT) will be progressing this work and members will have opportunity for further discussion into the future.

In conclusion, Mrs Williamson advised that a number of informal drop in sessions with 'hard to reach staff', have been arranged for the incoming week, to raise awareness about the HSC Values and added this was an excellent opportunity to engage with this cohort of staff. Members welcomed this and it was agreed dates would be circulated to Trust Board members following the meeting.

4. CHAIR'S BUSINESS AND VISITS INCLUDING NON-EXECUTIVE DIRECTORS' BUSINESS AND VISITS

The Chair drew members' attention to her written report detailing events she had attended since the previous meeting, together with details of some good news stories and innovative work across the Trust. She welcomed the quality outcomes detailed within the report. A list of Non-Executive Directors' business and visits was noted.

5. CHIEF EXECUTIVE'S BUSINESS AND VISITS

The Chief Executive presented his summary report. At local level, he referred in particular to the Royal College of Nursing (RCN) decision to ballot its members on strike action over pay and "unsafe" staffing levels. Negotiations between the Union and Department of Health (DoH) have taken place in regards to seeing members' wages brought into line with their NHS counterparts. The Chief Executive went on to welcome the Southern Trust's Acute hospital network success, after being named among the top 40 hospitals in the UK. He added that the award showcases the Trust's achievements in healthcare quality, improvement and performance.

6. MINUTES OF MEETINGS HELD ON 23RD MAY AND 12TH JUNE 2019

The minutes of meetings held on 23rd May and 12th June 2019 were agreed as an accurate record and duly signed by the Chair.

The Board approved the minutes of meetings held on 23rd May and 12th June 2019.

7. MATTERS ARISING FROM PREVIOUS MEETINGS

Members noted the progress updates from the relevant Directors to issues raised at the previous meetings.

8. STRATEGIC

i) Royal College of Psychiatrists Invited Review

At the outset, the Chief Executive set the item in context and reminded members the Trust had recently undertaken an Invited Review process with the Royal College of Psychiatrists to look at the in-patient mental health service and potential improvement plans. He stated the review had considered the organisation's existing service model and presented

recommendations for service modernisation and improvement. Members noted that in response to the Invited Review Report, an Action Plan has been agreed to address the main recommendations and this has been shared with the Health and Social Care Board (HSCB). In addition, a number of other improvement approaches identified from staff engagement activities and service user feedback will be taken forward.

At this point, Mr McNeany updated members on progress post review. He stated work streams aligned to the recommendations are progressing, with a clear focus moving forward and work is underway along with Planning and Reform/Finance Directorates in terms of service development.

Ms Donaghy welcomed the additional independent external assurance into In-Patient Mental Health Services in Bluestone/Dorsy & Gillis Units provided through the Invited Review Report and particularly the commencement of the workforce plan. Mr McNeany reminded members workforce resources continue to be a challenge and stated consideration was being given to in-house training options and collaborative working with the Open University. Mr Wilkinson asked how the Trust will measure progress against the Review. Mr McNeany advised the Lead Reviewer will re-visit the Trust in 6 months and ongoing review of the Action Plan will be taken forward through the Directors Oversight group.

Mrs Trouton spoke to the nursing workforce supply issues and Mr Douglas updated around the shortage of trained social workers and options being explored to address this.

In concluding discussion, members welcomed the independent external assurance provided through the Invited Review Report and noted that further progress will be provided to Trust Board in a timely manner.

9. TRUST BOARD SCHEME OF DELEGATION TO COMMITTEES (ST948/19)

The Chair presented for approval the Trust Board Scheme of Delegation to Committees and reminded members this was an annual requirement in line with good governance practice. The Chair reminded members that the Trust Board is currently supported by 5 sub-committees to which it has delegated specific powers. Members noted and welcomed the proposed establishment of an additional Committee – a Performance Committee, the purpose of which will be to further improve the

effectiveness of the Board and strengthen the Trust's integrated governance structure.

The Chair drew attention to the inclusion of the powers to be delegated and exercised by the new Performance Committee. She stated that in light of this, the Trust Standing Orders will require update and this will be taken forward in 2019/20.

The Board approved the Trust Board Scheme of Delegation to Committees (ST948/19)

10. BOARD COMMITTEES

i) Performance Committee

– Terms of Reference (ST949/19)

At the outset the Chair reminded members of the ongoing work around performance monitoring and how Board performance reporting could be further improved. As a result, to enable a more dedicated focus on Trust Performance, a Performance Committee is to be established. The Committee will have appropriate delegated authority and clearly defined Terms of Reference.

Members discussed the Terms of Reference. Members raised the potential for duplication with the work of the other Board sub Committees. Mrs Magwood stated that a draft work plan will be agreed by the Committee at its first meeting and this will be kept under regular review. Ms Mullan welcomed the establishment of the Committee to explore performance in more detail and explore new ways of working. Mr McDonald sought assurance that the Committee had authority to identify key issues/risks for alerting Trust Board. The Chair confirmed that as a sub-committee of Trust Board the Performance Committee would report to Board level any significant issues of concern. This will be made explicit in the Terms of Reference. The Chair advised that the first meeting of the Performance Committee will take place in October 2019.

The Board approved the Committee Terms of Reference (ST949/19)

ii) Patient & Client Experience Committee

– Minutes of meeting held on 7th March 2019 (ST950/19)

Mr Wilkinson presented the Minutes for approval and highlighted the key discussion points.

The Board approved the Minutes of the meeting held on 7th March 2019 (ST950/19)

– Feedback Report from meeting held on 13th June 2019

Mr Wilkinson presented a written report from the meeting held on 13th June 2019 for consideration.

At this point, the Chief Executive updated members regarding the proposed new focus of the Patient and Client Experience Committee. In order to see improvement implemented, he advised that he had been discussing with Mr Wilkinson, Chair of Patient and Client Experience Committee and Mrs Trouton, Director for Patient and Client Experience, on the creation of a new post with responsibility for data collection.

– Revised Terms of Reference (ST951/19)

Mr Wilkinson presented the revised Terms of Reference for approval and advised that the Committee had endorsed same, at its meeting on 13th June 2019.

The Board approved the Terms of Reference of the Patient and Client Experience Committee (ST951/19)

11. OPERATIONAL PERFORMANCE

i) Performance Report

Mrs Magwood presented the report for information purposes. At the outset she advised the Trust has recently received the draft Commissioning Plan Direction (CPD) for 2019/20 from the Health and Social Care Board and a response is required to the plan via the Trust Delivery Plan (TDP) for 2019/20 by 4 October 2019. The TDP will make an assessment of the anticipated level of performance that can be achieved against each OGI, including 6 new objectives. In the interim the Trust will continue to report on the OGIs set out in 2018/2019.

Mrs Magwood stated the key risks continue to relate to increasing demand against capacity. She referenced performance against key areas including cancer pathway target, elective targets against diagnostic services, patient waits for review/intervention and new waits for first

assessment in mental health services. Mrs Magwood emphasised patient waits will continue to grow in the absence of significant investment.

Mrs Magwood assured members that the Trust continues to lobby with the HSCB for additionality and currently this is being directed to Urgent and Red flag demand.

In relation to challenges against diagnostic reporting, Mrs Magwood stated the Trust continue to implement a skill mix approach including reporting radiographers, however she advised that the overall system is challenged in this area due to workforce constraints. The Chair asked about Psychological Therapies to which Mr McNeany spoke of the internal review and stated that whilst the number of Clinical Psychologists has improved, recruitment of this workforce remains a challenge.

Mrs Leeson referred to page 9 of the report and raised concern at the high number of carers' assessments that were declined (78%). Mr Beattie noted the 4,292 assessments offered and advised that the service is now monitoring its ability to meet increased demand and ensure assessments completed. He also advised work is ongoing to address the matter through a regional group on which the Trust has representation. The Chief Executive reminded members with regards to the ongoing work across learning disability division, piloting the 'Carers Conversation Wheel'.

Ms Mullan noted the assurance re direction of capacity to Red Flag and Urgent demand in the first instance in light of ongoing reduced core and additional capacity. Mrs Magwood highlighted particular challenges such as the 62 day cancer target. Mrs McClements acknowledged disappointment at the cohort of patients waiting beyond the 62 day target and advised regarding a targeted piece of work being undertaken to address waits.

In response to a question from Mrs Keenan as to whether there is reporting at 3 month review against the breastfeeding target at 6 months, Mrs Magwood advised that this timeline aligns to the health visiting follow up but agreed to confirm if this information is available.

Action – Mrs Magwood

ii) Human Resources Report (ST952/19)

Mrs Toal presented the Human Resources Report which provides an update on the Trust's Health and Wellbeing agenda, specifically referring to the review and future of Occupational Health and Wellbeing Services and the work of the new Consultant Clinical Psychologist. The report also provides an update on resourcing pressures across both the Medical and Non-Medical workforce and outlines key workforce productivity information.

The Chair welcomed the appointment of Dr McGurk to the Trust as Consultant Clinical Psychologist and members duly noted the breadth of the role. Ms Mullan commended the report and asked if the Trust had evidenced the value of the additional post taken up by Dr McGurk and if it was being well received. In responding, Mrs Toal stated that initially work has been balanced between Health and Wellbeing promotion and supporting staff 'out with teams'. Early indications show staff are benefiting from 1:1 sessions. In terms of Children and Young People's Services, Mr Douglas updated on positive feedback from within the family intervention team and stated improvements have already been visible with staff on the ground, but that it was still very early days.

At the invitation of the Chair, Dr McGurk stated that the provision of the post has had an impact on productivity as a result of the support mechanisms now at the disposal of staff. The post brings with it meaningful change and enhances the Trust as a good place to work. Mrs Toal added the post is a live example of the changing strategic approach within the area of Occupational Health and Wellbeing.

Under workforce issues, Ms Mullan asked if the Trust was seeing a shift in light of the 56% drop in the number of bank staff providing ad hoc cover during June 2019. Mrs Toal advised this was the case as it was proving more and more difficult to fill shifts with bank staff due to the agency pay rates. Discussion ensued around the challenges regionally in terms of pay disparity. The Chair acknowledged workforce vacancies as a huge challenge right across Health and Social Care. She referred to the increasing number within Midwifery, asking if this was due to staff retirement and if the issue was discussed at the Transformation Implementation Group (TIG). She also highlighted the huge investment in International Recruitment which has not had the significant impact expected. In responding, Mrs Toal referred to the Workforce Strategy which looks at work to be done around training places, but that despite the additional investment, this was not coming in any way close to meeting the demands for a number of professions. At this point, Mrs

Keenan asked if staff trying to maintain a work life balance had any bearing on the high dependence on agency cover. Mrs Toal acknowledged there was an element of this amongst staff, as they could choose when they worked. She pointed out the Trust's ability to offer flexible working is exceptionally difficult in terms of ensuring unsocial hours shifts are covered from a service perspective.

The Chair welcomed the clear and concise update provided within the Report.

The Board approved the Human Resources Report (ST952/19)

12. PATIENT/CLIENT SAFETY AND QUALITY OF CARE

i) HCAI Report

Dr O'Kane presented the item and advised that 2019/20 year to date (August 2019), there has been 2 cases of MRSA bacteraemia, both considered non-preventable. For the same period there have been 23 C. difficile cases within the Trust and also 22 MSSA bacteraemia, 2 of which have been identified as preventable. Dr O'Kane stated that while the Trust is within HCAI PfA targets for C. difficile and MRSA there has been a raise in the number of CDI incidence, with 23 cases recorded across clinical areas since the commencement of the financial year 2019/20. Dr O'Kane assured members the Infection Prevention Control (IPC) team have been engaging and supporting staff, patients and families to assist in preventing further incidence. The team continue to work with clinical staff to reinforce the importance of hand hygiene and commode audits.

Dr O'Kane updated on concerns relating to Antimicrobial resistance. She advised that Dr Boyce, Director of Pharmacy has been working to establish internal controls to reduce the use of antibiotics supported by detailed reporting.

Ms Mullan referred to hand hygiene compliance to which Dr O'Kane advised IPC nurses continue to effectively communicate the issue, however continued observation and challenge by Ward managers is essential.

The Chair asked about staffing within the IPC team. Mrs Trouton welcomed the supplemented senior role in place to alleviate pressure due to staff sickness over the summer months. She also updated on recruitment and development of the IPC team as a result of recent investment.

13) BOARD REPORTS

i) Functional Services Annual Report 2018/19 (ST953/19)

Mrs McClements presented the above named Annual Report which summarises the key achievements and issues across nine service areas. Key objectives for 2019/20 are also included within the report. She highlighted the four areas of service aligned to the Controls Assurance monitoring requirements and members noted the overall compliance recorded against each area.

Members welcomed the report. In response to a question from Ms Donaghy on an area within Decontamination Services, Mrs McClements provided assurance that the risk is logged on the Medicine and Unscheduled Care Divisional Risk Register, the equipment in question is being processed safely and compliant at an acceptable level. Staff training is planned for the Autumn. Ms Mullan referred to Security and very much welcomed the engagement process with staff teams and their input assisting in solutions across a number of areas and added she would like to see this developing further. Mrs McClements concurred with this important work headed up by Mrs A Carroll.

At this point, the Chair spoke of the vital role played by Domestic Services and in light of earlier discussion around HSC Values, she emphasised the necessity of ensuring staff feel appreciated within their role. Mrs Toal reminded members the informal drop in sessions with support staff arranged for the incoming week will be an excellent opportunity to engage with this cohort.

The Board approved the Functional Support Services Annual Report 2018/19 (ST953/19)

14) BOARD GOVERNANCE SELF-ASSESSMENT TOOL (ST954/19)

The Chair reminded members the tool had been extensively reviewed separately by herself and the Non-Executive Directors and the Chief Executive and the Senior Management Team and collectively discussed and agreed at a Directors' Workshop on 13th June 2019. Members agreed the RAG ratings applied.

The Board approved the Board Governance Self-Assessment Tool (ST954/19)

15i) PROPOSED MEETING DATES 2020 (ST955/19)

A list of proposed dates for meetings during 2020 was considered and agreed by members. The Chair advised that venues for these meetings will be confirmed in due course.

The Board approved the Meeting Dates 2019 (ST955/19)

15ii) TRUST BOARD ANNUAL PLAN OF BUSINESS 2020 (ST956/19)

The Chair presented for approval, the Trust Board Annual Plan of Business for the calendar year 2020.

The Chief Executive advised that the plan reflects work undertaken by Board members at a Directors' Workshop in October 2018 on effective Board reporting. He pointed out there are a number of statutory reports that are required to come to Trust Board, however through scoping, a number of other reports were identified that could be best addressed through an appropriate Board Sub Committee. The Chief Executive welcomed the Plan for 2020 and members noted sub-committee work plans will be developed and agreed in 2020 to include reports previously presented to Trust Board as appropriate.

The Board approved the Trust Board Annual Plan of Business 2020 (ST956/19)

16. APPLICATION OF TRUST SEAL (ST957/19)

Ms O'Neill sought approval for the Application of the Trust Seal to contract documentation as outlined in members' papers.

The Board approved the Application of Trust Seal (ST957/19)

17. ANY OTHER BUSINESS

The Chair asked each of the Professional Lead Directors if they wished to bring any issues to the Board's attention in respect of their roles. From Children's and Young People's Services, Mr Douglas referred to a recent early alert and advised a PSNI investigation is ongoing.

At this point, Mr McNeany advised that the SMT had undertaken Zero Suicide Training in June 2019 and stated he would circulate the training link to Non-Executive Directors following the meeting. The Chair

welcomed this and reminded Non-Executive Directors of the wider on-line mandatory training requirements and asked each to ensure compliance.

In conclusion, the Chair reminded Trust Board members to remain at the end of the meeting for a time of reflection on the proceedings of the day.

The meeting concluded at 3.00 p.m.

SIGNED: _____

DATED: _____