

**Minutes of a Virtual Trust Board meeting held on
Thursday, 27th October 2022 at 10.30 a.m.**

PRESENT

Ms E Mullan, Chair
Dr M O’Kane, Chief Executive (*items 1-15 only*)
Ms G Donaghy, Non-Executive Director
Mrs P Leeson, Non-Executive Director
Mrs H McCartan, Non-Executive Director
Mr M McDonald, Non-Executive Director
Mr J Wilkinson, Non-Executive Director
Mr C McCafferty, Interim Director of Children and Young People’s Services
/Executive Director of Social Work (*items 1-15 only*)
Ms C Teggart, Director of Finance, Procurement and Estates (*Item 18 onwards*)
Mrs H Trouton, Executive Director of Nursing, Midwifery & Allied Health
Professionals
Dr D Gormley, Deputy Medical Director (*for Dr Scullion*)

IN ATTENDANCE

Mr B Beattie, Interim Director of Older People and Primary Care
Mrs L Leeman, Interim Director of Performance and Reform
Ms C Teggart, Director of Finance, Procurement and Estates
Ms R O’Hare, Assistant Director of Disability Services (*for Jan McGall*)
Mrs C Reid, Interim Director of Medicine and Unscheduled Care
Mrs T Reid, Interim Director of Surgery & Elective Care, Cancer & Clinical
Services & Integrated Maternity & Women’s Health
Mrs V Toal, Director of Human Resources and Organisational Development
Mrs P Tally, Assistant Director, Quality Improvement (*Item 16 only*)
Mrs R Rogers, Head of Communications
Mrs S Judt, Board Assurance Manager
Mrs S McCormick, Committee Secretary (*Minutes*)

APOLOGIES

Ms J McGall, Director of Mental Health and Disability Services
Dr D Scullion, Interim Medical Director

1. CHAIR'S WELCOME

The Chair welcomed everyone to the virtual meeting including Dr D Gormley, Deputy Medical Director Governance Safety & Quality Improvement and Ms R O'Hare, Assistant Director of Disability Services deputising for Dr Scullion and Ms J McGall respectively. The Chair particularly welcomed five members of Trust staff from the Nursing, Midwifery and Allied Health Professionals (AHPs) and Functional Support Services Directorate and stated that she would appreciate their feedback in terms of what they will learn at today's meeting and how they take this learning back to their colleagues. Regular public attendees were also welcomed to the meeting.

The Chair reminded everyone regarding some aspects of virtual meeting etiquette and the business of the meeting proceeded.

2. DECLARATION OF INTERESTS

The Chair asked members to declare any potential conflicts of interest in relation to any matters on the agenda. None were declared.

3. CHAIR'S REMARKS

The Chair acknowledged the challenges facing the HSC system in the winter months ahead and alluded to the associated impact on staff. She put on record her appreciation to the workforce for their ongoing support to ensure safe, quality services are delivered to the Southern Trust population on a daily basis.

4. CHIEF EXECUTIVE UPDATE

The Chief Executive provided a comprehensive update on a number of current issues.

Ms Donaghy welcomed the announcement that Daisy Hill Hospital (DHH) will be an Elective Overnight Stay Centre and asked if there was a timeframe attached to the elective surgery plan. Ms Donaghy also asked if the required workforce, particularly medical, would be in place. In responding, the Chief Executive advised no definitive timeframe has been set and the Trust's surgical team will now be engaging with colleagues regionally to develop these plans...In relation to staffing, Dr O'Kane envisaged surgical cover would be undertaken internally, with additional support coming from the region. She went on to advise that a

limiting factor is the availability of theatre nurses, however this announcement will provide a huge opportunity for this cohort of staff to avail of training and development opportunities and become part of the team at DHH. She acknowledged a full complement of staff was not yet in place, however, the Trust plan to promote the opportunities available widely, in order to attract staff to work at DHH.

Ms Kimmins MLA, SF stated she had met recently with the Chief Executive on a number of matters including delayed discharges and advised that other elected representatives and herself would continue to engage with local constituents to make them more aware of the issues.. Ms Kimmins also welcomed the announcement by the Minister on the elective surgery hub and stated it would provide staff and the public with confidence in the future of DHH. The Chief Executive reiterated that the Trust looked forward to enhancing its elective surgical capacity and it was an opportunity to showcase DHH at its best. In relation to emergency general surgery, Dr O’Kane explained the rationale for the changes the Trust has implemented through the current contingency model of Emergency General Surgery provision to ensure good outcomes for patients.

5. MINUTES OF MEETING HELD ON 29TH SEPTEMBER 2022

The minutes of the meeting held on 29th September 2022 were agreed as an accurate record.

The Board approved the minutes of the meeting held on 29th September 2022.

6. MATTERS ARISING

Members noted the progress updates from the relevant Directors to issues raised at the previous meeting. In relation to the reinstatement of the Young People’s Pledge, Mr McCafferty confirmed young people will participate at the Trust Board meeting in March 2023 and again in May 2023 and with support by key staff will present on specific areas of interest/concern. Services will include Care experienced young people, Autism and CAMHS.

STRATEGY

7. UPDATE ON STROKE SERVICES

At the outset, Mrs C Reid advised the paper was a further update from the document presented to the Performance Committee in March 2022 on Sentinel Stroke National Audit Programme (SSNAP). She advised the update also sets out further opportunities and the challenges being faced by the service.

Members considered Appendix 1, which demonstrates a regional SSNAP comparative position and were pleased to note that CAH site has improved its performance to a level 'C' and DHH maintained level 'B'. The improvement on CAH site is largely attributed to progress in Thrombolysis, Occupational Therapy and Physiotherapy, the latter two of which have improved as a result of the appointment of additional AHP staffing.

Mrs C Reid advised on a number of areas for improvement/achievement including a new project structure established to drive service improvement within Stroke and Frailty services and members noted the detail on Acute AHP staffing. Further investment is required to support improvements in performance and patient outcomes and discussions are ongoing with the SPPG regarding the need for additional recurrent investment. In relation to the proposed reconfiguration of the Ramone building to provide an extension to accommodate 12 stroke beds, Mrs C Reid advised the project has had to be scaled back, providing only 6 beds in 2022/23 due to the significant market price increases and construction workforce availability. The Trust plan to bid for further capital funding in subsequent years to enable the project to be achieved in full. Mrs C Reid assured members the Trust continues to be committed to the long term vision and strategic priority of building and improving stroke services for the local population.

Members welcomed the detail on two Quality Improvement (QI) projects, i) ED to Stroke unit in less than 4 hours and ii) 'Door In Door Out (DIDO)' for potential Thrombectomy patients.

At this point, Mrs C Reid updated members on a range of challenges impacting stroke services including, bed pressures on both acute and non-acute sites making it difficult to maintain protected assessment beds and access to the dedicated stroke beds. Furthermore, winter pressures and unscheduled emergency presentations continue to impact on time

sensitive presentations for stroke. Workforce, along with patient flow and infrastructure issues also present daily concerns.

Mrs Leeson welcomed the improvement in performance at CAH since the last update due to appointing posts at risk in the absence of recurring revenue funding. She welcomed the speed by which the improvement has been made and added that the Trust must continue to advocate for investment to improve Trust infrastructure. Mrs Leeson stated she looked forward to a further update to the Performance Committee in due course.

Mr McDonald said he was assured by the positive changes the Trust has made and the clear action plan in place. Whilst no regional way forward for Stroke Services has been agreed, he welcomed the changes the Trust has implemented within its own control. Mrs Leeman updated members on a meeting with the SPPG and reported that whilst no commitment for funding has been made, there was an openness to look at Trust proposals again and if necessary take appropriate steps to keep a safe and progressive service.

Mr Wilkinson asked if the Trust has a fully operational stroke service in DHH at present. He went on to state that keeping in mind the width of the Trust catchment area, it was important that stroke beds are maintained and developed if required to ensure patients get the necessary treatment in a timely manner. In responding, Mrs C Reid confirmed the Trust has a Stroke Service at DHH with one protected bed. She advised the preferred model going forward would be a dedicated centre of excellence for Stroke Services at CAH site with thrombosis being delivered at DHH. The Trust continues to work hard to protect the bed for stroke patients at DHH whilst recognising the significant pressures across the whole system.

Ms Donaghy highlighted DHH performance was ahead of CAH in relation to the 4 hour timeframe. She also raised 'Door In Door Out' (DIDO) for potential Thrombectomy patients and asked if the Trust was working with NIAS to achieve the 60 minute target. In responding, Mrs C Reid stated she was unsure as to why DHH out performed CAH in relation to the 4 hour timeframe, however this would continue to be monitored. In terms of working with NIAS, she stated it was important to note the current pressures on ambulances waiting at EDs and the number responding to the community. She added that moving forward, a whole system approach was required to ensure improvement and scoping ways of working better with NIAS.

Mr Beattie advised work continues to improve stroke services and ambulate patients earlier in order to help prevent admissions. Mr Beattie pointed out it was not about just creating more bed capacity but creating more options and other approaches. He reminded members the Trust has a vision for improved services within Acute but also within non Acute and the Community settings and numerous services are working together to support stroke patients including, community stroke teams and early supported discharge teams. Dr O’Kane provided reassurance that the number of patients requiring transfer to the Royal for treatment is small. She stated a whole system approach was required to ensure timely discharge and improve outcomes for stroke patients.

In conclusion, the Chair thanked Mrs C Reid for her clear and concise report, demonstrating the improvements achieved. She stated further progress updates would be provided to the Performance Committee and noted an update report including further improvements would be provided to Trust Board at a future meeting.

Action – Mrs C Reid

ACCOUNTABILITY

8i. FINANCIAL PERFORMANCE REPORT (ST1118/22)

Ms Teggart presented the Finance Report for approval, for the 6 months ending 30th September 2022 in which the Trust reported a deficit of £3.3m. She reminded members that in the last reporting period the Trust had projected a deficit of £8m, however through consultation with the Strategic Planning and Performance Group (SPPG), additional funding particularly in relation to Covid has been confirmed. This is expected to offset the £8m pressures in 2022/23 financial year leaving the Trust in a breakeven position at year-end. However, Ms Teggart emphasised the anticipated break-even position is also predicated on current out-turn and if expenditure increases above anticipated levels, this would impact on the Trust’s ability to break-even.

At this point, Ms Teggart stated it was important to note the Trust was closely monitoring a number of risks and uncertainties, including the impact of the cost of living as well as inflationary increases across a number of areas. She advised the Trust’s projected energy costs will rise to £16.8m from prior year figures of £9.7m, however she assured

members additional funding has been committed by the DoH, albeit concern remains that energy costs will continue to climb over the winter months. Members also noted the risk to community focus schemes as a result of the DoH withdrawing funding for no more silos in a number of key areas. Ms Teggart went on to refer to the Minister's target imposed on Trusts to reduce off-contract agency spend and the Southern Trust's share of £2.5m in year. She advised that work is progressing internally through the Workforce Stabilisation Group and members were updated on a range of areas identified to help achieve this target; however, Ms Teggart added it will be difficult to fully achieve this in the absence of the new regional procurement process for agency staff which is expected later in the year.

Members noted the current position in terms of payroll, goods and services and prompt payment performance. In conclusion, Ms Teggart advised that the year to date spend at month 6 for the capital budget is £5.2m. She reported that it is anticipated that the Trust's Capital Resource Limit (CRL) will be spent in full by year-end.

At this point, Mrs McCartan asked what the quantum of funds equated to in relation to the DoH retracted funding for 'no more silos'. Ms Teggart stated that the overall impact for the first 6 months of the financial year would be in the region of £300k and added the Trust would not be in a position to cover this under its current allocation. The SPPG are looking at other funding options/alternatives. Mrs McCartan referred to the annual standard pay uplift and asked if funding was guaranteed from the DoH. Ms Teggart advised this area was outside normal funding allocations and considered by the DoH on an overall regional basis. In relation to the increasing energy costs, Mr McDonald asked if the DoH was expected to put any special funding arrangements in place. In responding, Ms Teggart advised an extra £10m has been made available this year, however it is a concerning issue which is being monitored closely. She added that in the long term there was a need to capitalise on sustainability and explore savings through the use of renewable energy to ensure the organisation was less reliant on recurrent funding. Ms Teggart assured members the Trust is continually looking at ways to reduce energy costs and advised that work was progressing to roll out the installation of solar panels on a number of smaller buildings across the Trust estate in due course. Mr McDonald acknowledged the huge task ahead.

In conclusion, the Chair referred to the £2.5m target to reduce off contract agency spend and asked if the Trust was able to convert

temporary posts to permanent in light of the associated challenges with non-recurrent/recurrent funding. Ms Teggart advised this work will form part of the Trust's financial strategy going forward.

The Board approved the Financial Performance Report (ST1118/22)

8ii. FINANCIAL STRATEGY UPDATE (ST1119/22)

Ms Teggart presented an update paper to the Draft Budget paper presented to Trust Board in March 2022 and the update on Financial Strategy paper presented to Trust Board in June 2022.

At the outset, Ms Teggart reminded members that in June 2022, the Trust Board was provided with the best estimate of the year-end forecast position, which showed a projected deficit of £16.3m. However, after further discussions with SPPG to attempt to secure additional sources of funding and as further reported to Trust Board in September, it is anticipated that the revised Trust deficit for 2022/23 will be in the region of £8m. Subsequently, ongoing discussion with SPPG, along with confirmation of Covid funding for the remainder of the financial year and formalisation of the balance of indicative allocations for the Trust, it is now anticipated that the Trust will achieve a break-even position by year-end. Ms Teggart stated it was important to note that whilst the Trust has potentially received funding this year to achieve a break-even position, this funding is not recurrent. She took time to outline for members the main risks which could influence the achievement of a break even position and emphasised the Trust must therefore continue to contain costs and avoid service growth or investment without confirmed recurrent funding or appropriate assurances from the DoH. She emphasised it was imperative to continue reinforcing the need for robust financial discipline across all teams. Ms Teggart stated this work will assist the Trust as it develops a financial sustainability review.

Mrs McCartan welcomed as helpful, the detail on the movement in financial deficit from June to October 2022 and suggested it would also be useful to include in future reporting, baseline RRL figures and the additional allocations received to arrive at £870m. Ms Teggart agreed to consider Mrs McCartan's suggestion further.

Mr McDonald referred to the current political situation in Northern Ireland and the absence of a Health Minister and agreed budget. He

asked if the DoH through the Permanent Secretary would now be in a position to allocate a budget. In responding, Ms Teggart advised that the Permanent Secretary for Health has indicated overall pressures of £650m this year. She stated the DoH have allocated out as much as is within their gift to allow Trusts to begin budget planning. Ms Teggart confirmed the Trust had received written confirmation of their share of funding allocation for the financial year 2022/23. In concluding discussion, the Chief Executive alluded to the impact the current financial instability was having on the Trust's ability to plan effectively.

The Board approved the Financial Strategy Update (ST1119/22)

8iii. FINANCIAL SUSTAINABILITY GROUP TERMS OF REFERENCE (ST1120/22)

Ms Teggart explained the paper sets out the terms of reference for the Financial Sustainability and Productivity Review 2022-23, commencing October 2022 with completion by 31 March 2023. Members noted the purpose of the review in light of the extremely difficult financial position moving forward into the financial year 2023/24. Ms Teggart stated it was important the Trust has a clear understanding on how and where the Organisation is spending its budget for maximum productivity. She advised the Permanent Secretary for Health has clearly indicated that moving forward Trust budgets will be reduced to pre covid levels and he has made a request that growth is capped and costs contained. Moving forward, Ms Teggart stated the Trust must reallocate and prioritise current resources to areas of most need.

Ms Teggart advised the DoH would be seeking proposals from Trusts on how to balance deficits over a 3-year budget period as part of the HSC Recovery and Sustainability Plan. She reiterated it was important the Trust assured itself funding was being utilised prudently and areas of most need are prioritised. In light of this, Ms Teggart advised the Trust was working to prepare a Financial Sustainability Strategy for Trust Board approval by March 2023, outlining recommendations on improving financial sustainability and productivity within the Trust.

In conclusion, the Chair welcomed the exercise as a real time opportunity to gather intelligence, which will, despite the challenges, allow Trust Management to make informed decisions moving forward for the betterment of the Southern population. The Chair advised interim updates would be provided to Trust Board along the review.

Members approved the Financial Sustainability Group Terms of Reference (ST1120/22)

9. DRAFT MID-YEAR ASSURANCE STATEMENT (ST1121/22)

Ms Teggart presented the draft Mid-Year Assurance Statement for retrospective approval. Members noted the document had been reviewed in detail by the Audit Committee on 13th October 2022. On behalf of the Audit Committee, Mrs McCartan welcomed the comprehensive statement, which reflected the day-to-day challenges facing the Trust and the Chief Executive's assessment that it accurately reflects the system of internal governance as at 30 September 2022.

The Board approved the Draft Mid-Year Assurance Statement (ST1121/22)

10. EXECUTIVE DIRECTOR OF SOCIAL WORK REPORT

Mr McCafferty presented the Executive Director of Social Work report for assurance. He stated that despite ongoing challenges, the profession as a whole, continues to be highly compliant with core Delegated Statutory Functions. Members were updated on the establishment of cross Directorate social work governance interface meetings, the purpose of which will be to strengthen existing professional governance arrangements and provide assurance to Trust Board. Mr McCafferty outlined the areas of focus, including compliance with supervision standards, monitoring vacancies, and staff training and development.

Members welcomed improvement in areas including the implementation of the Mental Capacity Act (MCA), with Phase 1 DoLS complete and. Phase 2 legacy DoLS in learning disability services progressing well. Supports for Looked After Children (LAC) has seen enhanced educational support leading to improved educational outcomes for LAC. Mr McCafferty also referred to ongoing collaborative multidisciplinary working in terms of Domestic Abuse.

Members noted the high levels of vacancies in social work, particularly within Children's Services, which in turn impacts capacity. As a consequence of substantive social work vacancies, there are high numbers of unallocated cases within Children's Services, however Mr McCafferty reassured members that all children on the Child Protection Register and LAC have an allocated Social Worker. Members also noted

the current challenges within the Older People's Directorate in relation to retention of social work and social care staff given the demands of the job roles.

In conclusion, Mr McCafferty referred to the ongoing Independent Review of Children's Social Care Services led by Professor Ray Jones and the Interim findings, which recommend the establishment of an ALB responsible for children's services subject to an options appraisal. He stated it was important to acknowledge and commend staff for their continued commitment to provide safe, high quality care despite the ongoing challenges.

Mrs McCartan welcomed the strengthening of accountability and governance arrangements detailed within the report. She also highlighted page 14, the introduction of the new Adult Protection Bill, NI and suggested it would be beneficial to have a short presentation at a future Trust Board meeting on the Trust's Adult Protection Quality Improvement Pilot. Mr McCafferty suggested that with the Chair's agreement he would include Adult Safeguarding in his next reporting cycle and include service updates. The Chair agreed to the suggested approach.

Action – Mr McCafferty

In light of the challenges outlined within the report, Mr Wilkinson asked if the Trust had any recent data available on staff morale, in order to get a feel for staff experiences at work. Whilst Mr McCafferty had no specific data to hand, he assured members that follow up on staff exiting the service is in place. Despite the demands, staff remain committed to their roles however in light of constant pressures he recorded concern in regards to the long-term impact. In terms of leadership visibility, Mr McCafferty assured members that he engages very regularly with the workforce including facilitating meetings with social work staff from across the Directorates. Whilst Mr Wilkinson welcomed this, he suggested using a proforma specifically looking at the health of staff across the Social Work division would be helpful by way of assisting to measure morale. Mr McCafferty said he would consider this further with the assistance of the Workforce Development Team. The Chair referred to the recently launched 'People Framework' and its priority on 'Wellbeing' to which Mrs Toal emphasised the importance of services using this to inform their own Directorate plans. Mrs Toal suggested a survey of Social Work and Social Care staff could be pursued in terms of

scoping data around staff wellbeing to ascertain staff morale levels within this service area. She agreed to explore this further with Mr McCafferty.

Action – Mrs Toal / Mr McCafferty

Ms Donaghy referred to the challenges in terms of the availability of domiciliary care home packages and care home provision and asked, in light of the Minister's recent statement on trying to reduce agency workers, what reliance does the sector have on agency staff and if this was seen as another area of developing concern. Mr McCafferty stated that reliance on agency staff within social work is minimum, however Mr Beattie stated that Independent Sector (IS) Domiciliary Care and IS Care home providers have communicated to the Trust both the lack of access to staff and the expense of staff through agency costs is very challenging.

The Chair concluded the item by thanking Mr McCafferty for the assurances provided through his report.

11. FINAL REPORT TO THOSE CHARGED WITH GOVERNANCE

Ms Teggart presented the final report for information purposes and advised there were no substantial changes from the draft position reported to the Audit Committee in May 2022. Audit Committee members discussed the final report at their meeting held on 13th October 2022. The Chief Executive stated she was content with the auditor's year-end assessment.

12. PATIENT & CLIENT EXPERIENCE COMMITTEE

– **Committee Chair Report from 15th September 2022**

Mr Wilkinson presented his Committee Chair Report from the meeting held on 15th September 2022.

– **Minutes of meeting held on 16th June 2022**

Mr Wilkinson presented the minutes of the Patient & Client Experience Committee meeting for information purposes.

– **Committee Annual Report 2021/22 (ST1122/22)**

Mr Wilkinson presented the Committee Annual Report 2021/22 for approval.

The Board approved the Patient and Client Experience Committee Annual Report 2021/22 (ST1122/22)

13. PERFORMANCE COMMITTEE

– **Committee Chair Report from 22nd September 2022**

Mrs Leeson presented her Committee Chair Report from the meeting held on 22nd September 2022 and highlighted in particular an emerging issue, namely workforce challenge in health visiting. She also welcomed the informative presentation delivered on nurse to bed ratios.

– **Minutes of meeting held on 19th May 2022**

Mrs Leeson presented the minutes of the Performance Committee meeting for information purposes.

– **Committee Annual Report 2021/22 (ST1123/22)**

Mrs Leeson presented the Committee Annual Report 2021/22 for approval.

The Board approved the Performance Committee Annual Report 2021/22 (ST1123/22)

– **Revised Terms of Reference (ST1124/22)**

Mrs Leeson presented the Committee Terms of Reference for approval.

The Board approved the **Committee Terms of Reference (ST1124/22)**

14. ENDOWMENTS & GIFTS COMMITTEE

– **Committee Chair Report from 3rd October 2022**

Ms Donaghy presented her Committee Chair Report from the meeting held on 3rd October 2022 and referenced the ongoing work in regards to progressing increasing spending activity in 3 keys areas, namely, historical funds, current funds and the Staff Support Fund. Fund Managers of the four Directorate wide funds have updated the Committee on progress against their 2022/2023 spending proposals and whilst movement was disappointing in some instances, the challenges were recognised.

- **Minutes of meeting held on 14th June 2022**
Ms Donaghy presented the minutes of the Endowments & Gifts Committee meeting for information purposes.
- **Committee Work Programme 2023 (ST1125/22)**
Ms Donaghy presented the Committee Work Programme 2023 for approval.

The Board approved the Committee Work Programme 2023 (ST1125/22)

15. AUDIT COMMITTEE

- **Committee Chair Report from 13th October 2022**
Mrs McCartan presented her Committee Chair Report from the meeting held on 13th October 2022 and pointed out 6 final reports were presented by Internal Audit, the outcome of which is reflected within the IA mid-year assurance statement. A comprehensive update from the Fraud Liaison Officer (FLO) was provided including a completed self-assessment checklist from the NIAO best practice guide to Fraud risks, which the committee very much welcomed. A representative from the DoH sponsor branch attended the meeting in line with good practice procedures.
- **Minutes of meetings held on 5th May 2022 and 14th June 2022**
Mrs McCartan presented the above named minutes of Audit Committee meetings for information purposes.
- **Committee Work Programme 2023 (ST1126/22)**
Mrs McCartan presented the Committee Work Programme 2023 for approval.

The Board approved the Committee Work Programme 2023 (ST1126/22)

At this point, members were advised that Mr Martin McDonald, Non-Executive Director, would take up the Chairmanship of the Trust Governance Committee as of the 1 December 2022.

At this point, the Chair advised that the Director of Children and Young People's Services/Executive Director of Social Work and herself were required to attend another meeting and Ms Donaghy, Non-Executive Director would chair the remaining agenda items.

CULTURE

16. TRUST ANNUAL QUALITY REPORT (ST1127/22)

Mrs Paula Tally was welcomed to the meeting to present the Trust's Annual Quality Report for approval. At the outset, members noted the document is published in response to the DoH's Quality 2020 Strategy. Mrs Tally began her presentation by pointing out the report provides an overview of the 2021/22 year with respect to how the Trust performed against a range of core indicators of quality and includes some examples of improvements led by staff. She reported on this under five themes:-

- **Transforming the Culture**

Members noted how this was being progressed through various mechanisms including, Collective Leadership, Patient Client Experience training and Care Opinion stories

- **Strengthening the Workforce**

Mrs Tally alluded to the importance of acknowledging and celebrating staff achievements along with the vital role training, supervision/coaching/mentoring and leadership programmes play in strengthening the workforce.

- **Measuring Improvement**

Mrs Tally considered with members some of the key data sets used by the Trust as safety measures across areas including medicines management, Venous Thromboembolism (VTE) compliance and Falls. She pointed out the Southern Trust remains the only Trust without a dedicated Falls co-ordinator.

- **Raising the Standards**

Members were presented with detail on how the Trust continues the work of raising the standards of the care it delivers. Mrs Tally presented data demonstrating patients seen or admitted to ED within 4 hours as well as those who waited over 12 hours. Mrs Tally alluded to the valuable work undertaken through C&SCG Research as well as the Trust Research Office and both Regional and National Audits.

- **Integrating the Care**

Members noted the work underway to integrate pathways of care for individuals along with how the Trust makes better use of multidisciplinary team working and shares opportunities for learning and development.

Mrs Tally concluded her presentation by emphasising the report showcases an array of examples which have taken place throughout the 2021/22 year demonstrating how the Trust continues to work towards the delivery of safe, high quality compassionate care for all those who use our services.

Members welcomed the report and the opportunity to celebrate staff achievements. In particular Mr Wilkinson commended the Trust's relentless pursuit of excellence through continuous improvement exercises which feed through to the Patient & Client Experience Committee. He recorded appreciation for the work led by the Trust Quality Improvement (QI) Team. Mrs Leeman stated that whilst the report was cumbersome and the content mandated, the Trust continues to influence regionally, working towards alignment with its new enabling strategies into the future. Mrs Tally advised the Annual Quality Improvement Event has been rescheduled to February 2023.

The Board approved the Trust Annual Quality Report 2021/22 (ST1127/21)

17. APPLICATION OF TRUST SEAL (ST1128/22)

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

The Board approved the Application of the Trust Seal (ST1128/22)

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

On behalf of the Chair, Ms Donaghy drew members' attention to the written report detailing events the Trust Chair and Chief Executive had attended since the previous meeting, together with details of some good news stories and innovative work across the Trust. A list of Non-Executive Directors' business and visits was also noted.

19. ANY OTHER BUSINESS

Ms Donaghy asked the Executive Directors of Medicine, Social Work, Nursing and Finance if there were any other issues relating to their

professional roles they wished to bring to the Board's attention. There were none noted.

In concluding, Ms Donaghy recorded thanks to everyone for their participation and advised the next meeting would take place on Thursday, 26th January 2023 at 10.00 a.m.

The meeting concluded at 1.20 p.m.

SIGNED: _____

DATED: _____