

**Minutes of a Trust Board meeting held in public on
Thursday, 23rd May 2019 at 11.30 a.m.
in the Boardroom, Trust Headquarters, Craigavon**

PRESENT

Mrs R Brownlee, Chair
Mr S Devlin, Chief Executive
Ms G Donaghy Non-Executive Director
Mrs P Leeson, Non-Executive Director
Mr M McDonald, Non-Executive Director
Ms E Mullan, Non-Executive Director
Mrs S Rooney, Non-Executive Director
Mr P Morgan, Director of Children and Young People's Services / Executive
Director of Social Work
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

Mrs E Gishkori, Director of Acute Services
Mrs M McClements, Director of Older People and Primary Care
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 C Cassells, Assistant Director, Financial Management
Mrs J McKimm, Head of Communications
Mrs S Judt, Board Assurance Manager
Mrs S McCormick, Committee Secretary (Minutes)

APOLOGIES

Apologies were recorded from Mrs McCartan, Non-Executive Director and
Mr Wilkinson, Non-Executive Director.

1. CHAIR'S WELCOME

The Chair welcomed everyone to the meeting and in particular Mrs Carol Cassells, Assistant Director of Finance and Financial Management, deputising for the first part of the meeting for Ms O'Neill, Director of Finance, Procurement and Estates Services. 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 five members of Trust staff from the Nursing and Allied Health Professionals (AHPs) Directorate, including Ms Ferguson, Assistant Director of Nursing (Workforce and Education) 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.

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. 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. A list of Non-Executive Directors' business and visits was noted.

4. CHIEF EXECUTIVE'S BUSINESS AND VISITS

The Chief Executive presented his summary report. At a local level, he referred in particular to the recent Northern Ireland Audit Office (NIAO) report on Locum Doctors highlighting the continued reliance regionally on locum doctors provided via agency. He assured members the Trust continue to take a proactive approach to stabilising the workforce. The Chief Executive went on to speak about the Department of Health (DoH) consultations on proposals to reshape stroke care and breast assessment services. He pointed out both consultations had been extended until 19th July 2019 and a series of public engagement events have been planned for June 2019.

At this point, the Chief Executive highlighted alcohol and obesity as being among a number of factors that can have longer term effects on the populations health and wellbeing. He emphasised that addressing these issues will impact the future direction of health care and advised he had been working collaboratively with a number of other Trusts on this. Mrs McClements referred to the success of the Daisy Hill Pathfinder Project in terms of developing health care and achieving the right model through co-production. She stated this framework would form a good basis for the Trust to move health and wellbeing forward in a strategic way. Mr McDonald welcomed the evidence of a new transformational approach to health care in the future.

5. MINUTES OF MEETING HELD ON 28TH MARCH 2019

The minutes of the meeting held on 28th March 2019 were agreed as an accurate record and duly signed by the Chair.

The Board approved the minutes of the meeting held on 28th March 2019.

6. MATTERS ARISING FROM PREVIOUS MEETINGS

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

7. STRATEGIC

i) PRESENTATION: NEW BUILD ASEPTIC UNIT AT CRAIGAVON AREA HOSPITAL

The Chair welcomed Dr Boyce, Director of Pharmacy and Mrs Waddell, Head of Acute Planning to the meeting to present the New Build Aseptic Unit at Craigavon Area Hospital (CAH). By way of introduction, Mrs Magwood referred to a number of staff involved in the project including those from planning, pharmacy and estates and commended their professionalism and hard work on achieving such an excellent outcome.

Dr Boyce began by explaining Aseptic dispensing. Mrs Waddell guided members through the progress of the project and spoke of its benefits including good clinical adjacencies, additional capacity, improved staff morale and enhanced quality of patient care. Mrs Waddell stated delivery of the project had presented challenges and learning would be shared with departmental Construction and Procurement Delivery (CPD)

colleagues. Mrs Gishkori very much welcomed the new facility and advised there were a number of dates Non-Executive Director colleagues could visit prior to the unit becoming operational in June 2019.

In conclusion, the Chief Executive commended all staff involved in the project and advised he had recently visited the new Aseptic Unit and alluded to the immense difference it will make to ensuring staff are valued in their work space. Members noted improvement works will now be considered within the Pharmacy division. The Chair thanked Dr Boyce and Mrs Waddell for their informative presentation.

8. OPERATIONAL PERFORMANCE

i) Performance Report (ST926/19)

Mrs Magwood presented the report and reminded members that in the absence of a draft Commissioning Plan Direction (CPD) for 2019/20 the Trust continues to monitor performance against the Objectives and Goals for Improvement (OGI) set out in 2018/19. Members noted the assessment set out in the corporate scorecard reflects that made by the Trust via the Trust Delivery Plan (TDP) and demonstrates the anticipated level of performance to be achieved/not achieved by March 2019.

At the outset of discussion, the Chair advised that performance reporting had been part of the recent Internal Audit Review of Board Effectiveness and this would be further discussed at the forthcoming Board Workshop on 13th June 2019.

Mrs Leeson referred to the internal review of Psychological Therapies and stated she felt the core issue for the increase in long patient waits is the shortage of trained Psychologists along with challenges in terms of workforce retention. The Chair referenced the recent review of bandings for a number of posts during early 2018/19 and asked if this had not assisted in bringing the Trust more in line with regional counterparts as an 'employer of choice'. Mr McNeany alluded to significant challenges in that all Trusts are recruiting from the same pool where resources are limited due to a relatively small number of training places.

Ms Donaghy welcomed the funding for additional AHP elective capacity to manage review assessments and asked if these patients are fast tracked for treatment. Mrs Gishkori advised that all urgent cases are fast tracked however review assessments are classed as routine. Mrs Magwood advised the Trust has a range of bids with the HSCB at present for additionality to address the issues.

The Chair referred to the longest waits for assessment within Speech and Language Therapy (SLT) and asked about the assessment/review process as well as, how patients are communicated with in terms of waiting lists. In responding, Mrs McClements explained the process from initial referral and the crucial role played by GP's. She went on to outline the communication lines for urgent cases and those whose symptoms have changed. Mrs Gishkori assured members the Trust engage with key stakeholders regularly and work is ongoing collaboratively within the Acute and Primary Care Directorates to address priority areas for staffing. Mrs Trouton referred to the level of vacancies across AHPs and updated members on a piece of internal Trust work being undertaken at present by Mrs Harney. She went on to state that it has been proposed that a regional AHP recruitment campaign be progressed across England and the Republic of Ireland (ROI) as part of the AHP Regional Workforce Review Implementation plan with the support of the Strategic Resourcing Innovation Forum. However the Trust anticipates recruiting prior to this through the internal mini-campaign.

In response to a question from the Chair on the impact of funding in respect of patient waits, the Chief Executive alluded to the challenges for the Trust in terms of identifying the greatest need balanced with limited resources. Mrs Magwood stated the SMT had taken a risk based approach to patient waits aimed at targeting red flag and urgent referrals in the absence of non-recurrent funding.

Mr McDonald referred to page 8 and raised concern at patients within Adult Mental Health waiting longer than 9 weeks to access Eating Disorder Services. Mr McNeany spoke about the increase in the number of referrals and stated along with vacancies and long term staff absences the service continues to be challenged; however he advised work remains ongoing to expand capacity.

Members noted 78% of carers assessments offered in the quarter of December 2018 had declined and asked what is being done to improve? Mr McNeany advised that the Trust is piloting the 'Carers Conversation Wheel', as an alternative to the NISAT Carers Needs and Support Plan. This is easier to use and feedback from staff and carers is very positive.

Mrs Rooney asked about Diagnostics and challenged on the 84 week longest wait for an echocardiogram. Dr O'Kane advised that this is being addressed.

In drawing discussion to a conclusion the Chair raised the large number of areas within the Corporate Dashboard assessed as red. The Chief Executive referred to Table 1, which sets out a summary of areas where performance is assessed as better than anticipated. He highlighted in particular the challenge on elective and stated it will take a significant financial commitment to deliver green, however he emphasised the Trust must deliver on those targets/indicators assessed as achievable.

The Board approved the Performance Report (ST926/19)

9. BOARD COMMITTEES

i) Endowments & Gifts Committee

- **Minutes of meetings held on 28th January 2019 (ST927/19) and 25th March 2019 (ST928/19)**

Mrs Rooney presented the Minutes for approval and highlighted the key discussion points.

The Board approved the Minutes of meetings held on 28th January 2019 (ST927/19) and 25th March 2019 (ST928/19)

- **Committee Terms of Reference (ST929/19)**

The Revised Terms of Reference were presented for approval.

The Board approved the revised Terms of Reference (ST929/19)

- **Committee Work Programme 2019 (ST930/19)**

Mrs Rooney presented the Committee Work Programme 2019 for approval.

The Board approved the Committee Work Programme 2019 (ST930/19)

ii) Audit Committee

- **Minutes of meetings held on 14th February 2019 (ST931/19) and 11th April 2019 (ST932/19)**

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

The Board approved the Minutes of the meetings held on 14th February 2019 (ST931/19) and 11th April 2019 (ST932/19)

– Reports from meetings held on 11th April 2019 and 9th May 2019

Mr McDonald presented written reports from the meetings held on 11th April and 9th May 2019 for consideration.

10. DAO (DOF) 03/19: PARTNERSHIPS BETWEEN DEPARTMENTS AND ARM'S LENGTH BODIES: NI CODE OF GOOD PRACTICE

The Chief Executive spoke to the Departmental circular and accompanying 'Partnerships between Departments and Arm's Length Bodies': NI Code of Good Practice. He welcomed the document in terms of setting out how Arms' Length Bodies can work in a collaborative way and also as a good framework on how we build relationships with the DoH. The Chair advised members would have another opportunity to consider the NI Code of Good Practice at the Directors' Workshop in June 2019.

11. PATIENT/CLIENT SAFETY AND QUALITY OF CARE

i) Draft Annual Report on the Discharge of Delegated Statutory Functions and Corporate Parenting Report 2018/19 (ST933/19)

Mr Morgan, Executive Director of Social Work, presented the above-named report for approval. Mr Morgan reminded members of the responsibility the Trust holds as a Corporate Parent and spoke about the importance of considering the document from a strategic perspective particularly in terms of capacity and demand issues and recruitment/skill mix. At this point, Mr Morgan pointed out the 6 monthly Corporate Parenting Report for October 2018 – March 2019 will be included on the agenda for approval at the next meeting on 13th June 2019.

Mr Morgan introduced Ms F Leyden, Assistant Director of Social Work Governance, Workforce Development and Training and Ms K Lavery, Head of Social Work and Social Care Governance. Ms Lavery took members through the detail of the report which includes the Southern Local Adult Safeguarding Partnership (LASP) Annual Report. Ms Lavery spoke of the breadth of information reported across all

Directorates and she highlighted the key areas of challenge, namely i) workforce demands, ii) domiciliary care services, iii) staff recruitment/retention and iv) increased referrals.

Discussion ensued in which Mr McDonald raised the lack of commissioning pathway for those under 65 with dementia and asked how Trust Board could influence this. In responding, Mr McNeany advised a regional group is in place taking forward work on the overall dementia pathway, however there is now recognition from within the DoH that this cohort of patients is growing and progress should move forward through the regional forum. At local level, Mr McNeany advised the Trust has finalised planning to implement services for those diagnosed with early onset dementia, however members were reminded funds will be drawn from the annual budgetary allocation. Mrs Magwood advised the Trust continue to meet with the Commissioner on the matter.

Ms Mullan welcomed the support provided by both Disability and Mental Health services with PIP (DLA) applications and asked how this would be sustained going forward. Mr McNeany stated that this has placed additional pressures on teams who do not have the capacity to provide this much needed support. The key challenge is workforce and he advised of his intention to bring a paper to SMT specifically on the social work workforce within mental health and disability services. He also highlighted the potential of the voluntary sector to assist in providing bespoke welfare rights advice.

Under Adult Learning Disability, Mrs Rooney highlighted the increase and complexity of calls to the Crisis Response Service and asked if there has been any progress in terms of addressing the associated risks presenting as a result of alcohol/drug (dual diagnosis) related incidents. Mr McNeany advised that the DoH have requested a review of Learning Disability model across all 5 Trusts will a new/revised regional model to be completed and costed by 2020.

Mrs Leeson referred to the Children and Young People's Services Programme of Care. She welcomed the detail within the report and the good Governance arrangements around social work. Mrs Leeson asked about post adoption support services funded through Transformation monies and also Children with Disabilities (CwD), an area which is grossly under-funded. In responding, Mr Morgan emphasised the importance of support mechanisms and referred to the very successful 'Home in Time' project and pointed out that post adoption process, ongoing needs require recurrent funding. Members noted that

Transformational funding will cease in March 2020 however, the Chief Executive assured members that the Trust continues to lobby regionally for recurrent funding. Internally, work is ongoing in relation to identifying funding opportunities to secure much required services post March 2020. Mr Morgan spoke of the development of a CwD Strategy.

The Chief Executive noted that bureaucracy was a key thread running through the report and asked if the value of the investment in PARIS for example has been eroded by the time commitment required to use it. Ms Leyden referred to a number of ICT systems on top of paper based forms which create a huge burden for staff. She referred to a number of ongoing initiatives seeking to address this, including the regional review of Understanding the Needs of Children in Northern Ireland (UNOCINI), along with internal mechanisms including workarounds to avoid recording duplication. Ms Leyden spoke about the importance of a more relationship built approach into the future to ensure ongoing improvement of services provided to children and their families and she stated a 20% increase in uptake of carers assessments has been evidenced over the past few months.

In regards the area of Adult Physical and Sensory Disability, the Chair asked a number of questions on behalf of Mr Wilkinson. She began by referring to page 80 and enquired about pressure on the social work supervision structure, asking how the issues were being addressed. In responding, Mr McNeany acknowledged the pressure on social work supervision when team leaders are from other professional backgrounds. He pointed to the importance of ensuring a strong team complement of social workers in mental health and disability and advised a number of social work team leader posts have been created. Mr McNeany emphasised the need for a rebalancing of the workforce in community teams to better reflect this need.

The Chair referred to page 81, annual service user audits and asked how these are managed and if results can be fed into the Patient Client Experience Committee. Members were advised that across the Physical Disability teams the Annual service user audit was completed and feedback positive. Issues raised have been taken forward. Mr McNeany emphasised the need to integrate feedback into the locality. Mr Morgan advised that within Children and Young People's Services, learning from audits is taken forward through the social work governance forum.

The Chair raised the scarce Psychology input within Community Physical Disability teams. In responding, Mr McNeany stated that whilst the Trust has invested in Adult Learning and Sensory Disability

Services, he acknowledged the benefit additional Psychology input would bring to Community Physical Disability teams. Mr McNeany noted however the relative scarcity of Psychologists which is limited to the number of training places.

Members noted the Local Adult Safeguarding Partnership Annual Report 2018/19. This demonstrates the work which is being undertaken by the SHSCT and its partners in delivering a high quality Adult Safeguarding Service.

In conclusion, the Chair thanked Ms Leyden and Ms Lavery for a very informative presentation and extended her appreciation to all staff involved in the compilation of this report.

The Board approved the Draft Annual Report on the Discharge of Delegated Statutory Functions and Corporate Parenting Report 2018/19 (ST933/19)

ii) Unallocated Child Care Cases

Mr Morgan spoke to the above named report and advised a total of 60 unallocated cases as at 30 April 2019, a significant decrease on the previous reporting period (30 December), when 104 unallocated cases were reported. Members welcomed the improved position. Mr Morgan stated analysis would indicate the highest trend in unallocated cases is within CwD. Mr McDonald referred to the last Audit Committee meeting on 9th May 2019 and advised the Internal Audit Report on the Management of CwD had highlighted significant delays in the timescales for processing of UNOCINI referrals to the service. He stated members were assured that of the 30 referrals tested, lessons learned will be taken forward. A sample of other cases not in the audit will also be reviewed. Members welcomed the work underway to address the issues.

iii) HCAI Report

Dr O’Kane presented the HCAI report and advised that 2019/20 year to date (May 2019), there has been 1 case of MRSA bacteraemia however, for the same period there have been 8 C. difficile cases within the Trust and 6 MSSA bacteraemia, 1 of which has been identified as preventable. Dr O’Kane reminded members HCAI PfA targets for 2019/20 have not yet been confirmed by the DoH, therefore 2018/19 targets will be used until a new target is agreed. Dr O’Kane referred to the disappointing spike in C. difficile cases, however pointed out the cases do not appear to be linked. She went on to advise Dr Damani,

Clinical Director of Infection Prevention and Control has agreed to work with the team in the continued implementation of the IPC Strategy and along with work ongoing regionally Dr O’Kane stated she would envisage improvement into the future.

The Chair asked about ‘Bare below the Elbow’ compliance with hand hygiene. Mrs Trouton said the message should be clear to staff, who must comply with the dress code policy and IPCT independent audit results are fed back to Operational Directors for corrective action on a monthly basis. In response to a question from the Chair on hand hygiene compliance in the Community setting, Mrs McClements stated she would check if activity audits were available and update members at a future meeting.

Action – Mrs McClements

In conclusion, Dr O’Kane advised that hand hygiene is communicated effectively through IPC nurses, however continued observation and challenge by Ward managers is essential. Members welcomed the clear and concise update provided.

iv) RQIA Review of Governance of outpatient services – early findings of safeguarding

The Chief Executive referred to the recent RQIA Review of Governance of Outpatient Services conducted within the Belfast Trust and stated the outcome had identified emerging learning relevant for all Trusts. In light of this, members noted the DoH had issued correspondence asking each Trust to review the current position of their outpatient departments/services with regard to safeguarding, focusing on a number of specific areas. Mr Morgan stated he had commenced some initial work in this regard across a number of disciplines and once feedback has been collated a report will be compiled and presented to Trust Board.

Action – Mr Morgan

12. 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. There were no issues to report.

The Chair advised that Mrs Rooney's Non-Executive Director term has been extended by the Public Appointments Office/DoH for one year, to 28th August 2020. The Chair stated she was pleased the Trust will continue to benefit from Mrs Rooney's expertise in the months ahead.

The meeting concluded at 3.00 p.m.

SIGNED: _____

DATED: _____