

**Minutes of a Trust Board meeting held in public on  
Thursday, 24<sup>th</sup> May 2018 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  
Ms E Mullan, Non-Executive Director  
Mr M McDonald, Non-Executive Director  
Mrs S Rooney, Non-Executive Director  
Mr J Wilkinson, Non-Executive Director  
Mr P Morgan, Director of Children and Young People's Services/Executive  
Director of Social Work  
Ms H O'Neill, Acting Director of Finance and Procurement  
Mrs H Trouton, Interim Executive of Nursing & Allied Health Professionals

**IN ATTENDANCE**

Mrs E Gishkori, Director of Acute Services  
Mrs C Harney, Interim Director of Mental Health and Disability Services  
Dr A Khan, Acting Medical Director  
Mrs A Magwood, Director of Performance and Reform  
Mrs M McClements, Interim Director of Older People and Primary Care  
Services  
Mrs V Toal, Director of Human Resources and Organisational Development  
Mrs R Rogers, Head of Communications  
Mrs S Judt, Board Assurance Manager  
Mrs S McCormick, Committee Secretary (Minutes)

**APOLOGIES**

Apologies were recorded from Mrs H McCartan, Non-Executive Director

## **1. CHAIR'S WELCOME**

The Chair welcomed everyone to the meeting and reminded members of the principles of Board meeting etiquette and asked that mobile phones are turned to silent and laptops/iPads are used for assessing Board papers only during the meeting.

The Chair was pleased to welcome four members of Trust staff from the Human Resources Directorate including Estate Services, along with Mrs J Johnston, Assistant Director of Human Resources, Mental Health and Disability 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 Ms S Wilson, Team Manager, Child and Adolescent Mental Health Service (CAMHS).

At this point the Chair referred to the 'Young People's Pledge' and welcomed the positive outcome from the session held in the Oaks, Armagh earlier in the morning. The Chair reminded members the young people will be attending the next Trust Board meeting on 7<sup>th</sup> June 2018, when they will share their views on the pledge and what has worked for them. The Chair advised she would be writing to local MLAs extending an invitation to attend.

## **2. DECLARATION OF INTERESTS**

The Chair requested members to declare any potential conflicts of interest in relation to any matters on the agenda. Ms Mullan declared an interest in Item 13 (Boardroom Apprentice 2018) and agreed to step outside the meeting for the discussion on this item.

At this point in the meeting, the Chair stated she was pleased to advise the Trust had recently had some positive media coverage on the Breast Surgery Team trial. The innovative procedure using 'Magseed' technology, helps surgeons accurately locate cancerous tumours. Members noted the written update provided under Item 4 (Chair's Business) and took time to watch the UTV News Clip.

## **3. SERVICE IMPROVEMENT/LEARNING FROM SERVICE USER EXPERIENCE: PRESENTATION: THE MENTAL HEALTH FORUM – LEADERS IN CO-PRODUCTION**

The Chair welcomed Mr K Hughes, Mental Health Forum Manager and Ms E Fogarty, Mental Health Forum Secretary to the meeting.

Mrs Harney set the item in context, commending the invaluable work undertaken by the Mental Health Forum including providing information and signposting on mental health issues into the community settings. She emphasised that Co-production is everyone's business and the importance within mental health of further strengthening this area of work with clients and encouraging staff to actively engage with service users in order to meaningfully integrate their knowledge, experience and proposals into new and reviewed mental health service development plans. Mrs Harney congratulated Ms Fogarty and Mr Hughes on being positive role models in relation to co-production and recovery models of care and she acknowledged how the SHSCT Mental Health Forum and the Recovery College have been leading the way regionally.

Mr Hughes spoke about the role and function of the mental health forum. He referred to the invaluable input provided by service users with lived experience and taking Co-production forward with statutory providers. Mr Hughes emphasised the forum is a valuable tool for those with mental health issues and stated positive outcomes have been evident. At this point Mr Hughes invited Ms Fogarty to speak to the Quality Improvement (QI) project she had undertaken, as part of an accredited OCN level 3 course entitled 'Coproduction in Mental Health Services'. Ms Fogarty spoke passionately about the project, referring members to the interactive resource 'A Guide for involving Service Users, Carers and Staff in Co-Production' and took time to commend all those involved in the working groups. Ms Fogarty explained that the purpose of the resource was to inform and enhance the Capacity Building Programme already in place with the Mental Health Forum and to support the crucial mentoring process. She went on to point out the interactive nature allows people to familiarise themselves with a vast range of relevant content at their own pace and access tools and references according to individual need, increasing knowledge and building confidence.

Mr Devlin commended the interactive resource tool and asked how Board members could assist in building further on the work already undertaken. Both Mr Hughes and Ms Fogarty emphasised the importance of effective communication and partnership working at all times to ensure the co-production model continues to move forward. In answer to a question from Mrs Leeson, Ms Fogarty explained the strong links between the Mental Health Forum and the Recovery College.

In concluding, the Chair thanked Mr Hughes and Ms Fogarty for attending the meeting and presenting an excellent example of co-production in action.

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

Members noted the Trust recently launched a new Staff Health and Wellbeing Strategy to encourage staff to take a greater interest in their own health and wellbeing and provide opportunities to do so.

#### **5. CHIEF EXECUTIVE'S BUSINESS AND VISITS**

Mr Devlin presented a summary report of the Chief Executive's Business and Visits undertaken since the last meeting. He pointed out that a number of stakeholder meetings with various political parties had taken place over the period with discussion focusing in the main on the health and wellbeing agenda.

Mr Devlin went on to refer to the recent media coverage on delays in the provision of paediatric surgery within the Trust. He advised that whilst children's emergency surgery has continued as normal, children's theatres have not yet been running at full capacity and it is envisaged that the service will be fully operational from 4<sup>th</sup> June 2018 and patients have been contacted about surgery dates. Mr Devlin stated that there was learning for the Trust when a service model has been changed and a lookback exercise was underway. Mr McDonald, as the nominated Non-Executive Director on the Trust's Lessons Learned Forum, spoke of the importance of the lessons learned being identified and brought into any future developments.

Members welcomed the detail that the Southern Trust is the first in Northern Ireland to join the UK's Surgical Ambulatory Emergency Care Network, an area for important focus into the future. At this point Mr Devlin referred to the regional 'Inpatient Patient Experience Survey 2017', advising that feedback from the public has been positive and it was important for Trust Board to reflect on the findings. Mrs Magwood stated that the report had yielded important learning which the Trust will be taking forward. The Chair highlighted the fact that 92% reported that they were satisfied or very satisfied with their overall hospital experience and this is to be commended.

The Chair referred to the detail on soaring numbers of care homes entering insolvency and noted this was a matter for concern.

## **6. MINUTES OF MEETING HELD ON 29<sup>TH</sup> MARCH 2018**

The minutes of the meeting held on 29<sup>th</sup> March 2018 were agreed as an accurate record and the minutes were duly signed by the Chair.

**The Board approved the minutes of the meeting held on 29<sup>th</sup> March 2018.**

## **7. MATTERS ARISING FROM PREVIOUS MEETING**

There were no matters arising from the previous meeting, however the Chair advised that in response to a question she had asked at the meeting on 29<sup>th</sup> March 2018 about the impact of Acute Care at Home on hospital admissions, Mrs McClements will provide a summary paper to the next meeting on 7<sup>th</sup> June 2018. The paper will outline the impact on acute hospitals and interface with nursing homes.

## **8. STRATEGIC ISSUES**

### **i) Update on the Daisy Hill Hospital (DHH) Pathfinder Project**

Mr Devlin advised that since the Health and Social Care Board (HSCB) approved the DHH Pathfinder Group final report in March 2018, the Department of Health (DOH) have confirmed approval of funding to commence implementation of the Pathfinder Project. Members welcomed this.

Mr Devlin referred members to the progress on implementation as detailed in their papers. Process mapping to develop the care pathway for the new Direct Assessment Unit has commenced and in regards to Estates/Infrastructure works, a business case for £1m, from Capital resources budget has been approved by the Trust Senior Management Team (SMT) for accommodation works associated with the new Direct Assessment Unit. These works are currently at tender stage. Mr Devlin reminded members implementation of the project will be delivered reflecting the principles of co-production in order to ensure more effective and sustainable outcomes.

Members discussed the fact that the inability to recruit medical staff due to the lack of availability of staff regionally remains the key risk to the project. In light of this, Ms Donaghy asked about support from across

the region and if the ratio of locums at DHH ED had reduced. In response, Mrs Gishkori advised that the unit remains locum driven, however, she assured members that the recruitment process continues for additional Consultants in Emergency Medicine and that medical cover for the summer months was in place. Members welcomed the progress to date and emphasised the importance of keeping the public informed of not only the progress, but the recruitment challenges.

## **ii) Year 1 Progress Report on Corporate Plan**

Mrs Magwood presented the above named document which demonstrates how the Trust has improved services in Year 1 of the Corporate Plan 2017-2021. At the outset of discussion, Mrs Magwood pointed out that progress in the first year is set in the context of extreme challenges including demographic growth and financial and workforce pressures. Mr Devlin added that in the current climate and at this point in the 4 year programme, he would not expect progress in many specific areas to have achieved green status.

Members considered the report and challenged in a number of areas. In particular, Ms Donaghy referred to page 54, achievement of commissioned levels of activity and pointed out that against unscheduled care the Trust levels of activity appeared to exceed the Service Level Agreement (SBA) and asked if the commissioning levels take account of over performance. Mrs Magwood confirmed that SBA activity volumes primarily target elective care. The significant over performance in unscheduled care activity is a result of sustained pressures and the HSCB does take this into account at regular performance meetings. The Chair referred to page 25, improved assessment for children presenting at ED CAH and raised the importance of funding for permanent paediatric nurse staffing for year 2 being forthcoming.

In response to a question from the Chair on reshaping the Dementia pathway to include those under 65, Mrs Harney reminded members of the increasing demand in this area with no regional funding made available as yet for the regional dementia pathway. However, she pointed out that despite this the Trust does provide a service to this cohort of patients. She stated that work on the regional Dementia pathway is still not complete but that further progress is expected during 2018/19. The Chair referred to page 43 and queried why the twin CT scanning suite was not yet operational. Discussion ensued and Mrs Magwood explained this was aligned to electrical capacity constraints on site and advances in technology that have impacted significantly on the

timing and costs associated with this development. Members were assured a mobile scanner is in place as an interim solution.

Mrs Rooney referred to the Acute Care at Home Service and asked if 100% roll out had been achieved. Mrs McClements stated that the service had been rolled out to 70% of urban areas to date with a small number of fringe areas still outstanding due to recruitment issues.

In conclusion the Chair welcomed the 1 year update on progress and stated she would look forward to seeing progress in year 2.

### **iii) Health and Wellbeing 2026: 'Delivering Together' update**

Mrs Magwood presented for information purposes an update on key transformation priorities. Members welcomed the detail provided under the four themes.

With non-recurrent funding of £100m available in the HSC Transformation fund, £30m of which has already been allocated towards reducing waiting time pressures, members welcomed the detail provided on how the remaining £70m will be allocated. However caution was noted in terms of deliverability on initiatives, due to challenges aligned to workforce issues.

## **9. PATIENT/CLIENT SAFETY AND QUALITY OF CARE**

### **i) Inquiry Report into Hyponatraemia-related Deaths**

Dr Khan presented the above named paper summarising the Trust's responses and oversight arrangements in respect of the Hyponatraemia Inquiry report and accompanying recommendations. Dr Khan advised that the Trust has completed and submitted initial benchmarking to the Department of Health (DOH) relating to clinical paediatric recommendations, with a second benchmarking assessment relating to recommendations aligned to Trust Serious Adverse Incident (SAI) progress just recently completed. Members noted the outcome of the benchmarking exercise in terms of areas for improvement.

Dr Khan advised that the Trust Oversight Group continues to meet on a regular basis with a working group established to take forward actions. Communication between the Trust and the Mitchell Family remain ongoing. In response to a question from Mr McDonald on regional work streams, Dr Khan advised that the Regional Steering Group will meet on

21<sup>st</sup> June 2018 when Terms of Reference for the group will be tabled. The Chair advised that in response to communication from the Permanent Secretary, Ms Mullan, Ms Donaghy and Mr McDonald are the nominated Non-Executive Directors representing the Trust on the regional group.

The Chair reminded members the issue will remain as a standing agenda item at future Trust Board meetings.

ii) **Executive Director of Social Work**

**Draft Annual Report on the Discharge of Delegated Statutory Functions and Corporate Parenting Report 2017/18 (ST838/18)**

The Chair invited Mr Morgan, Executive Director of Social Work to introduce the item. Mr Morgan reminded members of the responsibility the Trust holds as a Corporate Parent. He referred to the numerous challenges presenting across various programmes of care including capacity and demand issues and increasing Corporate responsibilities. Mr Morgan stated that it was encouraging to note the good evidence of service user collaboration and coproduction work across the Programmes of Care.

At this point, 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 presented the 11<sup>th</sup> Annual Report on the Delegated Statutory Functions (DSF) covering the period 1 April 2017 – 31 March 2018. She noted that the report also includes the six-monthly Corporate Parenting Report and the Southern Local Adult Safeguarding Partnership (LASP) Annual Report. Ms Lavery spoke of the breadth of information contained within the report across all Directorates, however she highlighted 3 key areas for challenge, i) Carer's Assessments, ii) Direct Payments and iii) Adult Safeguarding referrals.

Ms Lavery advised that overall the Trust has delivered substantial compliance with its delegated statutory duties. Discussion ensued on the activity reflected within the report in which members' asked a number of questions.

Mrs Rooney referred to under 65s, Dementia service pathway and pointed out the narrative did not correlate with that included within the Year 1 Progress Report on Corporate Plan discussed earlier in the

meeting. Ms Harney acknowledged Mrs Rooney's point and agreed to relook at the detail provided.

Mrs Rooney noted the Case Conferences held outside timescales in the Corporate Parenting Report and asked about the impact on Looked after Children (LAC). In responding, Ms Leyden advised there were various reasons for Case Conferences being overdue, however she assured members LAC are not within the cohort for review referred to on page 15 of the Corporate Parenting Report. Mrs Rooney also noted timescales for initial Case Conferences is 15 working days and asked how many would be outside this timescale. Ms Leyden advised that a number of factors impact on achieving this timescale and agreed to provide the information requested by Mrs Rooney. Mrs Rooney referred to the 13 prospective domestic adopters awaiting assessment at period end, asking if a reason for this included lack of resources and pointed out the associated impact the waits have on prospective adopters. Mr Morgan stated that resources are an issue and added that the 'Home in Time' initiative, a funded process from the Health and Social Care Board (HSCB) aimed at tackling assessment waits has been helpful.

Ms Donaghy asked about the high number of child protection cases in the Southern area. In responding Mr Morgan reminded members the Southern area has the highest number of children and young people outside Belfast. He spoke about the important work family support hubs play in the role of prevention; however he stated that he was assured that the threshold for child protection was appropriate. In response to a question from Ms Donaghy on the delay by RQIA in publishing its Child Protection Review carried out in 2016, Mr Morgan advised the Trust had received some high level feedback following this review; however the final report has been unavoidably delayed.

Mr Wilkinson referred to the key risks arising from the provision of DSF requirements across all Programmes of Care and asked for assurance that the Trust will meet compliance levels and also manage the impact of the revised adult safeguarding policy and mental capacity bill. He also raised the increased workload Case Managers are experiencing, assisting service users with disabilities to complete Personal Independence Payment (PIP) applications and highlighted the potential impact on service users. Mr McDonald also raised the issue of PIPs and asked what the Trust was doing to assist service users across all services. Ms Lavery advised teams are working where possible to signpost claimants to agencies like the Citizens Advice Bureau, however she alluded to the associated challenges service users encounter.

In response to a question from Mrs Leeson about Self Directed Support (SDS), Ms Lavery welcomed the 10% increase within learning disability services of Service Users/Carers signing up to SDS, however she pointed out the challenges with the complicated SDS regional minimum rate system and stated this was impacting on further implementation across the Trust. Mrs Harney advised that a work plan and presentation will be considered by the Trust Senior Management Team (SMT) in the next few weeks on the best way forward. Mr Devlin agreed that SDS would be an agenda item at a future Board Workshop.

### ***Action – Mr Devlin***

Ms Mullan referred to page 166 and asked had the Older Peoples Day Care Services review reflected positive changes in how the Organisation delivers its services. In responding Mrs McClements commended the review findings as positive, stating engagement with service users, carers and staff was integral during the process and resulted in a number of new developments to enhance Day Care Services. An Action Plan to develop and deliver outcomes is being taken forward.

Ms Mullan went on to refer members to page 181 and highlighted the risk in terms of difficulties in securing references from Independent Sector Domiciliary Care Agencies. Mrs McClements spoke about the shortage of Domiciliary Care Workers regionally and the associated challenges in recruiting from a central pool. The Trust has challenged the Regional Quality Inspection Authority (RQIA) and Northern Ireland Social Care Council (NISCC) on the process in terms of the risk to service users. Mrs Toal reminded members the Trust puts a greater focus on training in order to mitigate the risk.

Members noted the Local Adult Safeguarding Partnership Annual Report 2017/18. This demonstrates the work which is being undertaken by the SHSCT and its partners in delivering a high quality Adult Safeguarding Service.

The Chair welcomed the content within the Corporate Parenting Report for the period 1 October 2017 – 31 March 2018. In concluding discussion, 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 2017/18 (ST838/18)**

*Ms Mullan left the meeting at this point.*

## **10. BOARD COMMITTEES**

### **i) Endowments and Gifts Committee**

- **Minutes of meetings held on 29<sup>th</sup> January and 26<sup>th</sup> March 2018 (ST839/18)**

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

**The Board approved the Minutes of meetings held on 29<sup>th</sup> January and 26<sup>th</sup> March 2018 (ST839/18)**

- **Committee Terms of Reference (ST840/18)**

The Revised Terms of Reference were presented for approval.

**The Board approved the revised Terms of Reference (ST840/18)**

- **Key issues from meeting held on 3<sup>rd</sup> May 2018**

Mrs Rooney provided feedback on the subsequent meeting held on 3<sup>rd</sup> May 2018, the main purpose of which was to review the Draft Charitable Trust Fund (CTF) Accounts for the year ended 31 March 2018. Mrs Rooney recorded thanks to Ms O'Neill and the wider Finance Team for their expertise and commitment to delivering the Trust Fund Accounts to an extremely challenging timetable.

### **ii) Audit Committee**

- **Minutes of meetings held on 15<sup>th</sup> February 2018 (ST841/18)**

The Minutes of the meeting were presented for approval and the key discussion points highlighted.

**The Board approved the Minutes of the meeting held on 15<sup>th</sup> February 2018 (ST841/18)**

- **Key issues from meetings held on 19<sup>th</sup> April and 3<sup>rd</sup> May 2018**

Members welcomed the comprehensive report on the subsequent meetings held on 19<sup>th</sup> April and 3<sup>rd</sup> May 2018.

iii) **Governance Committee**

– **Minutes of meeting held on 8<sup>th</sup> February 2018 (ST842/18)**

The Minutes of the meeting were presented for approval and the key discussion points highlighted.

**The Board approved the Minutes of the meeting held on 8<sup>th</sup> February (ST842/18)**

– **Key issues from meeting held on 11<sup>th</sup> May 2018**

Members noted the key issues.

*Ms Mullan returned to the meeting at this point.*

**11. OPERATIONAL PERFORMANCE**

**i) Performance Report – year end (ST843/18)**

Mrs Magwood presented the report for the year end and began by advising members' regarding two amendments under the following areas, i) OGI 2.4 Sepsis Bundle and OGI 5.4 Allied Health Professionals.

Members noted the summary information provided on the 53 Objectives and Goals for Improvement/Targets, comparing the Trust Delivery Plan (TDP) assessment and the year-end performance assessment (Table 1), along with that summarising the outcome of the OGIs against their TDP assessment (Table 2). Mr Devlin referred to the 16 OGIs identified within the TDP assessment for 2017/18 and not achieved at year-end assessment position, as concerning and stated there was opportunity for improvement moving forward.

Discussion ensued and members considered the reduced performance in the last few months of the year associated with unscheduled care pressures, along with other areas including CDiff, Acute Care at Home Service and Suicide Rates. The Chair recognised the actions being taken to address the issues however she pointed out it was her responsibility to ensure accountability and stated time would be allocated at the next meeting to discussing these issues in greater detail.

Mr McDonald highlighted OGI 4.7 Ischaemic Stroke and the underperformance in terms of meeting the target on Thrombolysis treatment where clinically appropriate. He reminded members regarding discussion at a previous Governance Committee meeting when request had been made for an action plan to improve the service locally, be drawn up. Mrs Gishkori confirmed that an action plan has been produced. Mrs Magwood assured members the Trust has delivered improvements against the Stroke Sentinel National Audit Program (SSNAP) standards report, however she acknowledged there was still much work to do in terms of improving stroke services locally, emphasising this must now be considered in the regional context in line with 'Delivering Together.'

Mrs Rooney recorded disappointment at the number of Red areas within the report, highlighting in particular Diagnostic reporting. Ms Donaghy queried 48% of OGIs not achieved due to lack of capacity/resources etc. and asked if there were other contributing factors. In responding, Ms O'Neill explained that when producing the TDP, which is based on the commissioning plan, all known resources are taken account of and therefore the OGIs set and agreed are funded. In conclusion Mrs Magwood advised that the Commissioning Plan OGIs for 2018/2019 have not yet been finalised. The Trust will continue to report against the current targets until the 2018/19 OGIs are in place.

**The Board approved the Performance Report (ST843/18)**

## **12. BOARD GOVERNANCE SELF-ASSESSMENT TOOL (ST844/18)**

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 agreed at a Directors' Workshop on 26<sup>th</sup> April 2018. Members agreed the RAG ratings applied.

**The Board approved the Board Governance Self-Assessment Tool (ST844/18)**

*Ms Mullan left the meeting for discussion on the next item*

## **13. BOARDROOM APPRENTICE 2018 (ST845/18)**

The Chair advised members that the Boardroom Apprentice is a 12 month Board placement and training programme the purpose of which is

to provide applicants with the opportunity to serve on boards in the third sector and public sector. At this point the Chair advised that following the completion of the application process, the selection panel had met the previous day and there were no successful applicants for the Southern Trust Board and therefore the item no longer required approval at this time. Mr Delvin welcomed the Board Apprentice initiative as a tool to develop essential skills in aspiring Board members and it was agreed that the process for 2019 would be discussed at a future Workshop. Following a brief discussion, the consensus was members were supportive of the programme, however it was agreed fuller discussion was required in terms of operationalising this programme in the Trust.

***Action – Chair / Chief Executive***

**14. APPLICATION OF TRUST SEAL (ST846/18)**

Mrs Toal 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 (ST846/18)**

**15. 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 as professional advisor to the Board. There was none noted.

In conclusion, the Chair advised members the next meeting scheduled for 7<sup>th</sup> June 2018 would be a full agenda.

***The meeting concluded at 2.15p.m.***

**SIGNED:** \_\_\_\_\_

**DATED:** \_\_\_\_\_