

Minutes of a meeting of the Western Health & Social Care Trust Board held on Thursday, 4 March 2021

PRESENT

Mr S Pollock, Chair
Dr A Kilgallen, Chief Executive

Mr J Campbell, Non-Executive Director
Mr S Hegarty, Non-Executive Director
Mrs R Laird, Non-Executive Director
Rev J McGaffin, Non-Executive Director
Dr J McPeake, Non-Executive Director
Prof H McKenna, Non-Executive Director
Dr C O'Mullan, Non-Executive Director

Dr C McDonnell, Medical Director
Dr B Brown, Executive Director of Nursing/Director of Primary Care and Older People's Services
Ms K O'Brien, Director of Adult Mental Health and Disability Services
Mr T Cassidy, Acting Director of Women and Children's Services
Mr N Guckian, Director of Finance and Contracting
Mrs T Molloy, Director of Performance and Service Improvement
Mr A Moore, Director of Strategic Capital Development
Mrs A McConnell, Director of Human Resources

IN ATTENDANCE

Mrs U Cardin, Assistant Director Acute Services
Mr O Kelly, Head of Communications
Mrs M McGinley, Executive Officer to Chief Executive

3/21/1

CONFIDENTIAL ITEMS

3/21/2

CHAIR'S WELCOME AND INTRODUCTION

- The Chair welcomed everyone to the March Board meeting and in particular those who were attending from outside the organisation. He thanked them for their interest and asked that any questions be directed to the Trust's Head of Communications following the meeting.

- The Chair referred to this being Mrs McConnell's last Board meeting before her retirement. He said Mrs McConnell had been employed in the Western area since 1984 and paid tribute to her commitment and leadership over those many years. He said Mrs McConnell had in a significant way supported the management of human resources in the last 7 years as Director of Human Resources, and particularly in the last year her responsibilities during the pandemic had been huge.

The Chair referred to Mrs McConnell's leadership in the development and administration of the Vaccination Centres. He said he had received significant compliments on their efficiency and said he wanted to publicly acknowledge Mrs McConnell's role in this.

On behalf of the Board, the Chair wished Mrs McConnell well in her retirement.

Mrs McConnell thanked the Chair for his kind comments. She said she felt privileged to end her career as a Director having started her career as a clerical officer. She said she was fortunate in the teams she had around her throughout her career and said they had always inspired her to do her best.

Mrs McConnell said she was particularly proud of the vaccination programme and said the establishment of the Centres had been a challenge but had been one of the things she had been privileged to be part of because there were not many HR officers who got the opportunity to run a service which has made a real difference to people's lives. Mrs McConnell thanked members for their support and for the stretch and challenge during her career. She acknowledged the important work on rebuild and wished members good luck in that.

The Chairman advised that the new Director of HR would take up post in May 2021.

- Continuing the Chair said he was delighted to attend the Derry City and Strabane District Council's "Heads of Terms" signing ceremony on 24 February, where the Council along with Ministers and other dignitaries signed an agreement to secure the £210m unprecedented funding now agreed through the City Deal and Integrated Future Fund initiatives.

Mr Moore said the Head of Terms Agreement allowed the Council and its key stakeholders including the Trust to progress Outline Business Case development to secure over £210m of funding for a number of initiatives including the advancement of Medical School proposals by Ulster University with on-site medical teaching facilities at Altnagelvin; the redevelopment of Strabane town centre including proposals of a significant Health Hub, and also for the progression of the Thrive initiative which sees the development of significant medical research facilities at both Magee University and CTRIC in Altnagelvin.

3/21/3

APOLOGIES

Apologies were received from Mrs G McKay, Director of Acute Services.

3/21/4

DECLARATION OF INTERESTS

There were no declarations of interest expressed.

3/21/5

MINUTES OF PREVIOUS MEETING – 4 FEBRUARY 2021

The minutes of the previous meeting held on 4 February having been distributed were proposed by Dr O'Mullan, seconded by Mr Hegarty and supported by the Board as a true and accurate record of discussion.

3/21/6

MATTERS ARISING

There were no matters arising.

3/21/7

CHIEF EXECUTIVE'S REPORT & UPDATE ON COVID 19

Dr Kilgallen referred to her report. She said next week would mark 12 months since the first pandemic patient was admitted to the South West Acute Hospital. She said in the midst of the dreadful challenges and trauma experienced, individuals and teams had grown and developed at pace. Dr Kilgallen said leaders had emerged at every level, and continued to do so, and said Mrs McConnell had played a big part in sowing the seeds for this collective leadership well before the pandemic.

Dr Kilgallen said there were 13,000 people who work in the Trust and each one had their own story of change to tell. She said there were service teams that did not exist 12 months ago, there was evidence of stronger connections between us as co-workers and there were 3,500 staff who now have the ability to work remotely. She commended the support of ICT colleagues.

Dr Kilgallen said in the toughest times, good things happen and said she wanted to take the opportunity to reflect on why we should be hopeful for the future.

Dr Kilgallen shared her report which included an update on:-

- Trust Culture
- Vaccination programme
- Safety and Quality
- New Services – PPE Distribution Networks
- Facilities Management and Site Management
- Virtual Clinics
- Surgical Services
- Pathfinder
- Critical Care Capacity

Dr Kilgallen said these were but a few examples of how staff had adapted behind the scenes to support the Trust's response to the COVID-19 pandemic over the past 12 months. She added that at the heart of all these changes, the Trust had relied on the expertise of Mrs McConnell and her team, their technical expertise and their strong relationships with Staff Side colleagues to help us navigate and support our staff. She said those relationships had enabled us to respond to unprecedented challenges, always putting the care and support of our patients and service users at the forefront.

Dr Kilgallen said Mrs McConnell left a team and corporate service of which she could be hugely proud. She added that no one person could have achieved what had been achieved in the last 12 months yet no one person could have been more central than Mrs McConnell and said those of us who had worked with her knew this. Dr Kilgallen thanked Mrs McConnell for all her support.

The Chair reinforced Dr Kilgallen's comments and thanked Mrs McConnell for her leadership over the past year and meeting the unprecedented challenges that had been faced. He acknowledged all those families that have been bereaved and thanked staff who had been with these patients in their last moments. He said the vaccination programme was bringing hope and this was important for everyone.

3/21/8

CORPORATE RISK REGISTER AND BOARD ASSURANCE FRAMEWORK

Dr McDonnell referred to the Corporate Risk Register within papers and said there were 20 risks on the CRR as approved at Trust Board on 4 February. She took members through a number of issues for approval and information.

Dr McDonnell shared a proposal to add a new risk ID1219 to the CCR which had been escalated from a Directorate Risk Register. Following consideration members approved the addition of this risk to the CRR.

Dr McDonnell provided members with an update on agreed actions from the Trust Board workshop and an update in respect of the Covid19 risk ID1213 indicators.

3/21/9

INFECTION PREVENTION AND CONTROL – COVID UPDATE

Dr McDonnell referred to her update report. She said the IPC Team continued to be significantly involved with the management of any suspect or confirmed cases of Covid19, the continued development of Covid19 pathways, contact tracing and process and outbreak management. She said the IPC Team was also required to continue to support the Independent Sector care homes in the event of any declared outbreaks and as a result of the increased demands upon the team and within the current IPC resources, there were challenges for the Team in attending other routine work.

Dr McPeake referred to the auditing of PPE use and referred to low compliance scores particularly in Ward 21 Altnagelvin and the Rehabilitation Unit in Omagh. Dr Brown said in relation to these 2 areas the issue of poor compliance had been addressed and would be the subject of re-audit sooner than planned. Dr McDonnell assured members that all areas with low scores are extensively investigated and said in relation to Ward 21 there was a particular circumstance in respect of staff wearing visors which had resulted in the reduced compliance score.

Rev McGaffin asked if there was a specific pathway that staff use to deal with such issues urgently. Mrs Cardin said that such issues are discussed in detail at the Directorates safety huddles and are addressed with the lead nurse and ward manager. She said areas that achieve low compliance scores move to a daily audit until there is an improved performance and adherence to those areas that had not been adhered to the initial audit.

3/21/10

ENVIRONMENTAL CLEANLINESS – QUARTERLY REPORT

Dr Brown referred members to the Environmental Cleanliness Audit Report for the period October – December 2020. He advised that there were no compliance scores less than 75% across the range of audits.

Dr Brown referred to the managerial audit scores. In respect of the Laboratory in South West Acute Hospital he said increased cleaning hours had been arranged to address issues and in relation to Belleek Health Centre he would anticipate that issues associated with the estate would be addressed during the first quarter of the next financial year.

Prof McKenna sought clarity on cleaning and it was clarified that cleaning is not outsourced.

3/21/11

FINANCIAL PERFORMANCE REPORT FOR MONTH ENDING 31 JANUARY 2021

Mr Guckian referred members to the financial performance report for period ending January 2021. He said the report was reflective of previous months projections in that the Trust's forecast was a non-Covid19 year-end deficit of £12m against an agreed Control Total of £15m for 2020/21.

Mr Guckian said the Trust has been gradually receiving funding for Covid costs and that £21m had been received so far. He said the Trust continued to be confident that the remainder of costs would be funded in full with the Trust's current forecast costs being £78m including £10m to cover the cost of untaken annual leave.

Mr Guckian said all Trusts have submitted recurrent roll-forward positions to DoH and HSCB and that this would form the basis of identifying funding for 2021/22. He said it would take a number of iterations before the true 2021/22 position is known, especially as the Budget is still at draft stage.

Members were advised that the Trust continues to have an excellent performance in payment to suppliers with 94.9% paid within terms, the highest performance of the Trust.

Mr Guckian said the Trust is gradually restarting its Recovery Plan savings projects to deliver the required savings over the next two years.

Mr Guckian concluded by advising that he was reviewing the financial report for Trust Board and that a revised report would be shared in due course.

On behalf of the Board, the Chair thanked Mr Guckian for his monitoring of the Trust's financial position. He said the recovery plan was significant and that while the Trust had achieved a good first year the Trust still needed to negotiate with the DoH that 21/22 would be considered year 2. Members will be kept informed on progress.

3/21/12

POLICIES

Support Breastfeeding Employees

Mrs McConnell recommended the above policy to members for approval.

Prof McKenna commended the excellent policy. He noted the Gold award for the Southern Sector and asked if this would enable the whole Trust to acquire Gold status. Mrs McConnell said she would check this and report back.

Following consideration the policy was proposed by Prof McKenna, seconded by Mrs Laird and unanimously approved by members.

Safe Use of Ionising and Non-Ionising Radiation Safety

Dr McDonnell shared with members a revised Policy which had been updated to reflect changes in radiation safety legislation and Trust governance reporting arrangements.

Following consideration the policy was proposed by Dr McPeake, seconded by Dr O'Mullan and unanimously approved by members.

3/21/13

PERFORMANCE MANAGEMENT INFORMATION – COVID IMPACT

Mrs Molloy referred members to her performance report relating to January 2021. She said the report had been discussed at the Finance and Performance Committee and she was reshaping the report for Trust Board from the new financial year.

Mrs Molloy led members through the detail of her report which commenced with key Covid19 data. She said January had seen considerable pressures with a high number of Covid19 positive patients. Members were advised that as at 25 February 208 patients had died, with the last patient passing away on 24 February. She said the number of deaths was decreasing significantly which was a huge relief to all.

Members were advised that of today there were 42 Covid19 positive patients across the Trust, 27 patients in Altnagevlin Hospital and 15 in the South West Acute Hospital.

Mrs Molloy said the Trust was now in a further cycle of rebuild activity for the final quarter of 20/21 and said her report provided context of where services sit in relation to other Trusts. She reminded members that hospitals were under pressure in January and as a consequence surgical services had been managed very carefully. She said the Trust had suspended surgery for a period but was moving now to reschedule surgical lists.

Mrs Molloy advised that the DoH had established a regional Prioritisation Oversight Group which was working alongside the critical care hub to review and prioritise capacity on a weekly basis. She said through this process Trusts were collectively planning in the short term, aiming to offer treatment to the highest priority time critical/urgent patients.

Mrs Molloy advised that the Trust has been commissioned by the DoH to prepare a 3 month rebuild plan for the period April – June 21 by 19 March. She said Trust officers were developing this through internal processes and said it was envisaged that these plans would be published by the DoH in due course.

Mrs Molloy continued by provided members with an update in respect of a range of acute and community services.

Prof McKenna referred to the Trust assisting other Trusts and asked if this had any impact on the Trust. Mrs Molloy advised that in relation to diagnostics the Trust had some available capacity to undertake scans but the challenge had been in the reporting of the scans. She added that while the Trust was providing scans the host Trust of the patient was reading them. Mrs Molloy assured that the Trust was ensuring that any assistance did not affect Western Trust patients.

Mrs Laird asked going forward would there be any way that the key learning from Covid and what was being taking forward both regionally and at Trust level could be captured and presented to Board in respect of a learning exercise. Mrs Molloy agreed and said learning would be captured in the Trust's rebuild plan and said services have expressed a need to change going forward. She added that more widely the Trust is engaged in a regional exercise to look at innovative practices so that all Trusts can learn from each other. The Chair suggested that this could be added to the March workshop.

Mr Campbell referred to waiting list initiatives and associated funding and said he accepted that the position was somewhat different this year with focus on rebuild being necessary. Mrs Molloy advised that the funding stream for waiting list initiatives has been much smoother in this year and that the Trust had worked steadily in the areas where it had funding particularly in diagnostics, endoscopy and some surgery. She added that the HSCB had confirmed it would fund quarter 4 for endoscopy. Mrs Molloy said rebuild and waiting lists were a huge issue for the Health Minister, the Executive and the Department of Health and that there were significant discussions ongoing in developing a plan to manage these.

Mr Guckian referred to the financial picture and said as yet the budget was still draft and therefore it was not clear what the implications would be for the Trust. He said however that there was limited new money for HSC other than Covid expense and that additional resources for elective would be challenging going forward.

3/21/14

SUB COMMITTEE REPORTS

- ***Minutes of Endowment & Gifts Committee meeting - 1 December 2020***

Rev McGaffin referred to the minutes of the above Committee meeting and drew highlights to members' attention. She said the work plan was on target and said registration of funds with the NI Charities Commission had been completed as far as it could be. She said that there will be quarterly communications to Fund Managers to encourage spend from funds. Rev McGaffin advised that staff

received a small gift from the NHS Charities funds and that there was a small balance left.

- **Minutes of People Committee - 9 February 2021**

Dr O'Mullan referred to the minutes of the above Committee and drew highlights to members' attention. She said the Committee's Terms of Reference and work plan had been reviewed and referred to discussion on issues including the vaccination programme and HR metrics. She said the Committee had received an interesting staff story from Dr Tom McCarthy, Consultant Clinical Psychiatrist. Dr O'Mullan concluded by acknowledging the retirement of Mrs McConnell and her Assistant Director, Mrs Ward.

3/21/15

ANY OTHER BUSINESS

There were no further items of business.

3/21/16

DATE OF NEXT MEETING

The next meeting of the Western Health and Social Care Trust Board will be Thursday, 1 April 2021.

Mr Sam Pollock
Chair
1 April 2021