

**Meeting of the Western Health & Social Care Trust Board to be held on
Thursday, 10 June 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 Canon J McGaffin, Non-Executive Director
Prof H McKenna, Non-Executive Director
Dr J McPeake, Non-Executive Director
Dr C O'Mullan, Non-Executive Director

Dr B Brown, Executive Director of Nursing/Director of Primary
Care and Older People's Services
Mr T Cassidy, Interim Executive Director of Social Work/Director
of Women and Children's Services
Ms K O'Brien, Director of Adult Mental Health and Disability
Services
Mrs G McKay, Director of Acute Services
Mr N Guckian, Director of Finance and Contracting
Mrs T Molloy, Director of Performance and Service Improvement
Mrs K Hargan, Director of Human Resources & Organisational
Development

IN ATTENDANCE

Mr O Kelly, Head of Communications
Mrs M McGinley, Executive Officer to Chief Executive
Mrs T Brown, Head of Clinical Quality and Safety
Ms E McCauley, Assistant Director Finance
Ms K Meehan, Head of Pathfinder and Transformation
Dr S Connolly, Dr M Monaghan and Mr Boyle (6/21/14 only)

6/21/1

CONFIDENTIAL ITEMS

6/21/2

CHAIR'S WELCOME AND INTRODUCTION

The Chair welcomed everyone to the June Board meeting and in particular those members of the media present.

The Chair advised that speaking rights had been granted to Alliance for Choice Derry and said he would suspend Standing Orders in order to allow Dr O'Brien to address the Board.

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Dr O'Brien thanked members for the introduction and for giving Alliance for Choice Derry the opportunity to speak this morning. She said they were extending a hand of friendship to the Trust but that they noted with concern that the Trust's Early Medial Abortion Service within the Trust had collapsed in April 2021.

Dr O'Brien read a prepared statement during which she alluded to a number of questions for response. She concluded by asking the Western Trust to apply pressure on the Health Minister to commission abortion services immediately which would finally bring Northern Ireland into line with CEDAW regulations.

The Chair thanked her and her colleagues for joining the meeting and said the Trust would respond to the questions in writing as soon as possible.

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The Chair continued with a report of business since the previous meeting.

- The Chair was pleased during the past month to learn that Rev McGaffin was appointed Rev Canon McGaffin and had made history after being appointed the first female Canon of St Eunan's Cathedral in Raphoe.
- The Chair referred to Dr Kilgallen's retirement at the end of June and said today was her final Board meeting. He said he considered it an immense privilege to have worked with Dr Kilgallen over the past 2 years and that he had not come across someone who had put so much work into a day. He commended Dr Kilgallen for her strong executive team which she had developed around her and said they had followed her example and respected her leadership.

The Chair said it was important to emphasise that retiring from a Health Trust following the last 18 months was a significant matter: he said the challenges and the pressures thrown at everyone by Covid had been horrendous and the pressure on Dr Kilgallen and her team had been huge. However, he said Dr Kilgallen's leadership during this time had been outstanding; he said our staff, our service users and patients and clients, and the general public owed Dr Kilgallen an enormous thank you and in so far as he could speak for the community, the Chair thanked Dr Kilgallen.

On behalf of the Western Health and Social Care Trust and the Board, the Chair thanked Dr Kilgallen for her exceptional support and wished her well in her retirement.

- Concluding his report, the Chair advised members that Dr Michelle Fallon had been appointed as the new clinical lead for organ donation. He said he wanted to acknowledge the role of Dr Grace for his former clinical lead role and wished him well.

6/21/3

APOLOGIES

Apologies were received from Dr McDonnell, Medical Director and Mr Moore, Director of Strategic Capital Development. It was noted that Mrs Molloy would join the meeting following an urgent regional meeting.

6/21/4

DECLARATION OF INTERESTS

There were no declarations of interest expressed.

6/21/5

CHIEF EXECUTIVE'S REPORT

Dr Kilgallen shared her update report which provided an update across a range of issues including:-

- Improving access
- Safety and Quality of Care
- Staff Wellbeing
- Financial Health
- New Ways of Working
- Covid19 Testing Laboratories Service Change/Improvement
- Pathfinder
- Vaccination Outreach

In conclusion on a personal level, Dr Kilgallen thanked Trust Board for its support and challenge it had set her and her team. She said it was a privilege to hand over to Mr Guckian and she said she wanted to acknowledge his standing and experience. Dr Kilgallen said she saw her own achievements as being very modest but said she wanted to acknowledge the achievements of her team during the pandemic.

Dr Kilgallen said that despite the high levels of infection in our community the Trust had managed to contain the spread of infection in our facilities. She spoke about the tremendous evidence that our staff cared for people with great tenderness and compassion. She added that her senior team had in recent years invested considerable time and effort in developing improvement skills amongst staff and that this had yielded great benefits in our approach to patient and client safety during pandemic, helping teams recognise and quickly learn from incidents to manage risk better.

Dr Kilgallen said she wanted to finish with thanks to the Board for its leadership to the Trust and said her strong belief was that the foundations for improvement and agility, notwithstanding the challenges, would continue under Mr Guckian's leadership and that the Trust would strive to meet the needs of our population going forward.

The Chair thanked Dr Kilgallen for her informative report as always. He said that 2 years ago the DoH had asked him to take over as Chair of the Trust with a specific mandate to look at the Trust's financial position. He said Dr Kilgallen was totally supportive of him and that her strategy was that saving money did not mean doing less or doing things less well, but that her strategy was very clearly that you can save money by developing safe work practices and that in itself had had a huge impact on activity and that was what had amazed him in his first year. The Chair said the Trust had saved £20m and now after Covid we would with Mr Guckian look again at how we can improve quality and safety of care and services but also to respect there is a limited amount of public money and we must exercise good judgement in the use of it.

The Chair referred to the Trust's vaccination success and said he was proud of what the Trust had achieved in difficult circumstances. He acknowledged the infection levels in the Trust and the number of lives saved and said he wanted Dr Kilgallen to retire feeling proud of what she had achieved under difficult circumstances.

Mr Guckian paid tribute to Dr Kilgallen's leadership and acknowledged that she had been faced with a tsunami of issues including industrial action and Covid and that the Trust had been fortunate to have a Chief Executive with public health expertise. Mr Guckian said she would be a tough act to follow.

6/21/6

MINUTES OF PREVIOUS MEETING – 6 MAY 2021

The minutes of the previous meeting of 6 May having been distributed were proposed by Dr McPeake, seconded by Rev Canon McGaffin and carried by the Board as a true and accurate record of discussion.

6/21/7

MATTERS ARISING

5/21/11

POLICIES

1. Being Open
2. Complaints
3. Adverse Incident
4. Supporting Staff
5. RIDDOR Reporting
6. Early Alerts
7. Memorandum of Understanding – Patient Safety Incidents

Mrs Brown referred to the above policies which had been discussed at the previous meeting. She said following that discussion a number of amendments had been made and were being brought back today for approval.

Mrs Brown advised members that the policies were shared with Local Consultation Group on 10 March and Staff Side welcomed the policies as providing clarity on the process however they asked that the Trust ensure once approved there is a communications strategy and appropriate training for staff on their responsibilities.

Mrs Brown referred members to the implementation plan and said the Medical Director and Director of Human Resource would oversee the implementation plan which would form the basis for supporting staff and building confidence.

Mrs Brown advised that in relation to the Supporting Staff policy it had been amended to reflect arrangements made in the Trust to support staff attending inquests and psychological support to staff.

Mrs Brown commended the policies to the Board for approval.

Dr O'Mullan asked members to note that the work of Work Stream 5 in respect of adverse incidents is recommencing with a remote meeting tomorrow to discuss a statement of patients' rights.

Mr Campbell acknowledged the importance of all the policies particularly the policy on Being Open. He said he was delighted that there had been engagement with the medical leadership teams but said the consultation in respect of Duty of Candour would give heightened concern for staff. He referred to section 3 in respect of roles and responsibilities and said there was a responsibility for NEDs to make sure they champion being open and foster an open culture. Mr Campbell said that he and Mrs McKay had been interviewing on Monday and they were struck by the Royal College representative questioning about staff wellbeing and the third victim. Mr Campbell suggested that the Trust should have a being open champion similar to the

Whistleblowing Policy who would be able to give someone an independent support and advice.

Professor McKenna queried a date in the Adverse Incident Policy and Mrs Brown agreed she would review this.

Discussion continued on the Complaints Policy and reference to the Patient and Client Council (PCC). It was noted that the PCC has an independent complaints process which the Trust on occasions joins. Mrs Brown said the Trust has an excellent relationship with the PCC and the Trust automatically advises complainants of the role of the PCC and how it can support individuals.

Mrs Laird referred to the Supporting Staff policy and said there should be a specific reference to the Board. Mrs Brown agreed to make this inclusion.

Subject to a number of minor amendments, the suite of policies were proposed by Prof McKenna, seconded by Mr Hegarty and unanimously approved by the Board.

6/21/8

CORPORATE RISK REGISTER AND BOARD ASSURANCE FRAMEWORK –

Mrs Brown referred members to the Trust's Corporate Risk Register and Board Assurance Framework which currently has 18 risks as approved by Trust Board on 6 May 2021.

Mrs Brown referred to a proposed new corporate risk regarding the vacant Paediatric Ophthalmology consultant post. Mrs McKay advised members that last autumn the Consultant Paediatric Ophthalmologist left the Trust and since that time the service has been delivered by other consultant members of the ophthalmology team. She added that the Trust has been unable to secure a replacement to the vacant post. She said the Trust has been supported by the Belfast Trust. Mrs McKay also advised that the Trust had initially secured a locum via the international recruitment programme but unfortunately that person resigned from the post for personal reasons. Mrs McKay said there is the potential of a consultant coming in early July.

Mrs McKay added that the Trust has recently completed an Early Alert and commenced an SAI investigation in relation to a baby that was discharged too early from ophthalmology.

Mrs McKay was asked if the Trust would continue to dependent on regional support until the replacement is secured and she responded yes. She explained that the Trust has a single point of contact who liaises with our adult Ophthalmologists and there is a weekly meeting in place for discussion in respect of any complex cases.

Dr O'Mullan referred to discussion at the last Board meeting regarding Mental Capacity Act. Mrs Brown advised risk ID1183 referred to this and that the risk had

been updated to reflect criminal liability and its risk rating and target risk rating had been updated.

Mrs Brown referred members to the alignment of corporate risks to sub-category and risk appetite. She said each Directorate had been tasked at its next Directorate Governance meeting with setting the sub-category and target score for each corporate risk under the responsible Director. She added that these will be reviewed and finalised at a Corporate Management Team meeting with a proposed final risk appetite to Trust Board for approval.

Mrs Brown continued by referring to the Covid19 Risk ID1213 indicators. She advised that the Covid risk was reviewed at CMT Safety Huddle on 1 June and it was agreed to progress a new corporate risk relating to rebuild of service to replace the current Covid risk which will be proposed for de-escalation to Directors for management of specific issues at that level. Mrs Brown advised that the new risk would be progressed through CMT to Trust Board for final approval.

Concluding her report Mrs Brown provided members with an update on the agreed actions from the Trust Board workshop.

Members commended the real progress in relation to the assessment and measurement of risk appetite and the appropriate movement to Directorates.

6/21/9

ENVIRONMENTAL CLEANLINESS REPORTS

Dr Brown referred members to the quarterly Environmental Cleanliness Audit report for the period January – March 2021. He said he was pleased to report that no completed audit was below the 75% threshold.

Dr Brown said members would note from the attached report that some areas were closed due to the pandemic and therefore audits were not completed. He said the plan over the next 2 quarters is to focus on those areas that did not have audits completed.

Dr Brown advised that in respect of Altnagelvin Theatres some were closed or used as surge areas to support ICU, therefore some audits were not completed. He said for theatres that were taken over by ICU staff, due to the clinical demands at this time, did not have capacity to undertake audits as occupancy ranged from 80-120% and they found it difficult to complete all the audits within the timeframe.

Dr Brown said a range of health centres had issues which were all reported to their Assistant Director during this period and said there would be a focus on getting audits now updated as staff are more able to attend these centres. It was noted that there are some areas with more than one audit and some areas with no audits due

to capacity to complete for reasons associated with being in a pandemic, getting staff to complete the audits or unable to get dates that suited.

6/21/10

POLICIES

Support Reduction of Slips, Trips and Falls for Adult Inpatients/Residents within Western HSC Trust Facilities

Following consideration of the revised policy it was proposed by Mrs Laird, seconded by Rev Canon McGaffin and unanimously approved by members.

Records Management

Following consideration of the revised policy it was proposed by Dr O'Mullan, seconded by Mr Campbell and unanimously approved by members.

6/21/11

STANDING FINANCIAL INSTRUCTIONS

Mr Guckian referred members to revised Standing Financial Instructions which had been subject to a significant review.

Mr Campbell commended Mr Guckian for a very comprehensive document. He said it had been considered at Audit and Risk Assurance Committee and he was very happy to commend it to members.

Following consideration the Instructions were proposed by Mr Campbell, seconded by Dr McPeake, and unanimously approved by members.

6/21/12

SCHEDULE OF DELEGATED AUTHORITY 2021/22

This item was deferred to a future meeting.

6/21/13

PERFORMANCE MANAGEMENT INFORMATION

The Chair referred to the monthly report within papers for members' information.

6/21/14

PATHFINDER – UPDATE

The Chair welcomed Ms Karen Meehan, Assistant Director Pathfinder and Transformation, Mr Barry Boyle, Co-ordinator Fermanagh Rural Community Network, and Dr Monica Monaghan and Dr Susan Connolly Consultant Cardiologists to the meeting to share an update on the work of Pathfinder within Fermanagh and West Tyrone.

Mrs Molloy began by setting the context for the Pathfinder initiative, the process, priorities, work programme to date and the extensive engagement with the public.

Mr Boyle said members of the community and voluntary sector, carers and users from across Fermanagh and West Tyrone welcomed the opportunity to engage in the Pathfinder process and had remained committed throughout the various stages of the process. He added that extensive engagement had developed an understanding of the terminology of Integrated Care and Multi-Morbidities, and what this means for people. He said people had brought these messages back to their communities and organisations, securing commitment to working in partnership with the Health Sector, as it is recognised that by all working together, real and lasting positive changes can be made to health and wellbeing within the local communities.

Ms Meehan referred members to a report developed by Dr Declan Bradley, PHA, based on a needs assessment of the area. She said the report and the subsequent engagement events shaped 3 things – principles, commitment to Integrated Care and the Work Programme. Ms Meehan advised the model was underpinned by the principles of population health and co-production.

Ms Meehan explained that the concept of Integrated Care was central to Population Health. She said the Pathfinder team was attending to developing a shared understanding of Integrated Care and she specified that Integrated Care involved patients being at the centre of all care, experiencing a connected care journey.

Ms Meehan outlined the 2 priority areas of work for Pathfinder, first multi morbidities (cardiovascular disease, respiratory disease and diabetes) and secondly mental health. She referred to the data in relation to Mental Health in that Fermanagh and West Tyrone have the second highest average annual suicide rate in Northern Ireland. Ms Meehan said the Mental Health programme of action would be influenced by the new Northern Ireland Mental Health strategy and outlined the 4 areas of mental health related work which the Pathfinder team is taking forward.

In relation to why multi-morbidities, Ms Meehan referred to evidence highlighted in the slide. She emphasised the significance of Bengoa launching Dr Bradley's report and drew attention to the barograph demonstrating the increasing extent to which older people carry the burden of multi-morbidities. Ms Meehan advised that there was comprehensive community ownership of this agenda.

Dr Monaghan and Dr Connolly shared with members the Hospital@Home test of change. They outlined how the initiative was proactive and reactive to health needs and which treated multi-morbidity by multi-disciplinary teams.

Ms Meehan referred to the governance and accountability structure of Pathfinder and stated that it would probably alter in accordance with the move to Integrated Care Systems. She said the role of CMT members and service Directorate staff was crucial to Pathfinder and said the role of her team was to support, drive and connect service provision.

Mrs Molloy concluded the presentation by referring to the challenges for Pathfinder. She said there were motivated and engaged partners with shared priorities who are committed to improving services and focussed on prevention.

At the end of the presentation the Chair thanked those present for attending and giving such an informative presentation. He commended them on their work.

6/21/15

SUB COMMITTEE REPORTS

1. Finance and Performance Committee – Minutes of Meeting held on 4 May 2021

Mr Hegarty referred members to the minutes of the meeting of the Finance and Performance Committee held on 4 May. He acknowledged the efforts of staff to provide safe services during the pandemic. He said issues discussed included rebuild plan and review and added that a revised financial recovery plan had been submitted.

2. Audit and Risk Assurance Committee – Minutes of Meeting held on 8 February 2021

Mr Campbell said a verbal update on this meeting had already been provided to members and that the minutes were being presented today for noting.

3. Endowment & Gifts Committee – Minutes of Meeting held on 9 February 2021

Rev Canon McGaffin referred members to the minutes of a meeting held on 9 February. She said that the Trust would receive further monies from NHS Charities and that the Committee received a presentation by Mr Seamus Ward, Head of Health Improvement, regarding community support. It was noted that work continues in relation to the registration of funds with the Northern Ireland Charities Commission.

4. **Improvement through Involvement Committee – Minutes of meeting held on 31 March and verbal update from meeting held on 18 May 2021**

Prof McKenna referred to the minutes of a meeting of the Improvement through Involvement Committee held on 31 March for noting. He said a further meeting took place on 18 May and said some items were common to both meetings.

Prof McKenna referred to the Committee's work plan. He said a mapping exercise had been undertaken in order to provide a baseline of involvement activity within the Trust.

5. **People Committee – Update from meeting held on 11 May 2021**

Dr O'Mullan provided members with an update from a meeting of the People Committee held on 11 May. She highlighted a number of key issues which included whistleblowing; HR metrics, job planning, internal reports and vaccination programme.

6/21/16

ANY OTHER BUSINESS

There being no further business the Chair closed the meeting.

6/21/17

DATE OF NEXT MEETING

The next meeting of the Western Health and Social Care Trust Board will take place on Thursday, 8 July 2021 at 11 am.

**Mr S Pollock
Chair
8 July 2021**