

**Minutes of a meeting of the Western Health & Social Care Trust Board held on Thursday, 5 May 2022 via Zoom**

**PRESENT**

Mr S Pollock, Chair  
Mr N Guckian, Chief Executive

Mr S Hegarty, Non-Executive Director  
Mrs R Laird, Non-Executive Director  
Canon Rev J McGaffin, Non-Executive Director  
Prof H McKenna, Non-Executive Director  
Dr J McPeake, Non-Executive Director

Dr C McDonnell, Medical Director  
Mrs D Keenan, Interim Executive Director of Nursing/Director of Primary Care and Older People's Services  
Ms D Mahon, Executive Director of Social Work/Director of Women and Children's Services  
Mrs G McKay, Director of Acute Services  
Ms K O'Brien, Director of Adult Mental Health and Disability  
Mrs K Hargan, Director of Human Resources & Organisational Development  
Ms E McCauley, Acting Director of Finance & ICT

**IN ATTENDANCE**

Mr O Kelly, Head of Communications  
Mrs M McGinley, Executive Officer to Chief Executive

4/22/1

**CONFIDENTIAL ITEMS**

4/22/3

**APOLOGIES**

There were no apologies received.

4/22/4

**DECLARATION OF INTERESTS**

There were no declarations of interest.

4/22/5

**MINUTES OF PREVIOUS MEETING – 3 MARCH 2022**

The minutes of the previous meeting were proposed by Prof McKenna, seconded by Mr Hegarty and carried by the Board as a true and accurate record of discussion.

4/22/6

**MATTERS ARISING**

There were no matters arising.

4/22/7

**CHIEF EXECUTIVE'S REPORT**

Mr Guckian referred to a report of his business since the last meeting.

Mr Guckian said as reported previously, the Trust's Emergency Departments continued to be under pressure with long waits remaining in ED due to lack of bed capacity within hospitals. He said in managing this Director Flow meetings were an example of multi-professional teams collaborating to ensure patients are discharged in a timely manner.

Mr Guckian advised that the number of active Covid19 positive patients had reduced greatly during the month. As of 4 May he said there were 75 patients within our hospitals Covid19 positive, 14 of whom were less than 14 days. He said Covid19 had remained a very significant feature during 21/22 across all Trust services, and at the end of April, the Trust reached the sad milestone of 400 deaths due to Covid19 or who died with Covid19 (in our acute hospitals). Mr Guckian said all these individuals had families who loved and cared for them and who would mourn their loss. He said he wanted to remember that each of these patients had been cared for by our staff, who were also affected by this loss.

Mr Guckian said that while much of the focus had been understandably, on front line services, and on the clinical and care professionals who see the public face to face, he wanted to pay tribute to all of the staff who work in the background to make that possible. From estates and support services teams, though to ICT, HR, finance, Governance and risk management, administration and managers across all our services, he said all these staff worked hard every day to support their colleagues, and to make the front line experience of our services better.

Mr Guckian advised members that the Trust had completed a Lookback exercise following concerns raised in relation to the quality of Cardiac Angiograms provided by a single Consultant. He said all patients who had this procedure carried out by this doctor have had their investigation reviewed and all patients have been

contacted and additional investigations and reviews arranged as necessary. He added that wider safety and quality of care issues were being investigated through the Serious Adverse Incident process for learning purposes.

Concluding his report Mr Guckian paid tribute to Ms Mahon on the eve of her retirement. He commended her for her excellent leadership over many decades and said she had been a champion for both social work and the most vulnerable in society and she should be extremely proud of her legacy.

Prof McKenna referred to a leadership walkround he and Dr McDonnell undertook on 4 May where they met midwifery staff. He said while Covid19 had brought pressure, it had in many ways enhanced team working and this was evident during the walkround as well as staff's dedication and enthusiasm.

The Chair thanked Mr Guckian for his informative report. He referred to the 400 patients that had died and noted that each one represented a family experiencing a huge loss.

4/22/8

### **CORPORATE RISK REGISTER AND BOARD ASSURANCE FRAMEWORK**

Dr McDonnell referred members to the Trust's Corporate Risk Register and Board Assurance Framework. She said there were 22 risks as approved by the Corporate Management Team on 26 April.

Dr McDonnell said there were no new risks for consideration and no material changes to note. She referred to a summary report of actions and said all risks had been updated and reviewed in the last quarter with no outstanding action at date of reporting.

Dr McDonnell referred to a list of actions as agreed following the Trust Board workshop and said these actions were being progressed through the normal CMT/Trust Board approval process and an update on progress would be tabled at each Board meeting.

4/22/9

### **QUALITY IMPROVEMENT MONITORING REPORT – VTE**

Dr McDonnell referred members to a monitoring report in respect of venous thromboembolism (VTE). She said VTE is an important cause of death in hospital patients and treatment of non-fatal symptomatic VTE and related long-term morbidities is associated with considerable cost to the health service.

Dr McDonnell said all adult inpatient wards are required to provide patients with a regionally developed VTE patient information leaflet and usage is monitored by the Trust VTE Working Group. She added that compliance with completion of the VTE Risk Assessment within 24 hours of admission is a commissioning priority and Trust compliance is reported quarterly to the PHA. Dr McDonnell noted that the target is to sustain improvement with VTE risk assessment across all adult inpatient hospital wards to achieve 95% compliance throughout 2021/22.

Dr McDonnell said that compliance with completion of monthly VTE audits remain a challenge for some wards and the number of monthly audits submitted continues to be equal to or lower than 50% of the adult inpatient wards. She said the Chair of the VTE Committee recognises this challenge and a task and finish group has been established to look at this which will be reported to the Clinical and Social Care Committee who will keep this under review to ensure more audits are carried out across wards.

Dr McDonnell concluded by referring members to the statistical information within her report.

Dr McPeake asked in light of the small number of audits being undertaken how much assurance could be taken from the compliance reported to the PHA for 2021/22. Dr McDonnell said the compliance was not a true picture however an overview is being provided on the wards. Dr McPeake said from the graphs it was difficult to tell which wards were not doing any audits. Dr McDonnell said those least audited wards will be receiving focus however she could assure that there were no wards not doing any audits. She also assured that the Task and Finish Group would also be looking at these issues.

4/22/10

### **ENVIRONMENTAL CLEANLINESS REPORT**

Mrs Keenan referred members to the Environmental Cleanliness Audit Report for the period October - December 2021. She assured members that there were no bi-monthly, quarterly or 6-monthly audits reporting a compliance score of under 75%. Mrs Keenan explained that during Covid19 there had been a reduction in the number of audits taking place however this year there had been a concentration on auditing these areas.

Referring to managerial audits, Mrs Kennan said there were 2 areas that had scored less than 75%. She said in relation to Shantallow Health Centre it was an older building that needs significant investment for refurbishment.

4/22/11

## **FINANCIAL PERFORMANCE REPORT FOR MONTH 12**

Ms McCauley referred members to the end of year financial performance report and said she was pleased to report that the Trust is expecting to report in its annual accounts an end of year deficit of £12.1m in line with the Trust's approved control target. She added that the Trust had also delivered against its Capital Resourcing Limit of £36.5m.

Referring to other financial performance targets, Ms McCauley said the Trust had delivered £0.7m savings against the Pharmacy target of £1m. She noted the Trust has also identified other savings opportunities including Covid19 downturn which had achieved £7.0m and recovery plan savings of £2.8m in-year to support the Trust financial plan.

Ms McCauley advised that the Trust had spent £50.4m to 31 March 2022 on agency and locum staff. She said the average expenditure for 2021/22 had increased by 13.8% on the average spend last year. She added that the average expenditure for flexible staffing for 2021/22 had increased by 15.3% on the average spend last year. Ms McCauley said the Trust overspend against its ring fenced allocations for Transformation had been managed within its overall financial plan.

Referring to the Prompt Payment Target, Ms McCauley advised that the Trust had paid 91.28% of its undisputed invoices with suppliers within 30 days at 31 March and in March 2022, 91.16% of undisputed invoices with suppliers were paid within 30 days. She noted that staff absence and a delay in the approval of agency invoices had contributed to this outturn.

Ms McCauley referred to table 5, summary of financial performance by Directorate, and said the March variance remained the same as for February. She said Directorates were aware of the necessity to maintain grip and control.

Ms McCauley referred to table 6, pay expenditure, and said the Acute Directorate had the greatest growth in pay in this financial year with other Directorates remaining relatively stable. Referring to non-pay expenditure, Ms McCauley said there was a spike in March relating to expenditure in independent sector homes and said there were payments made to the homes in March relating to increased energy costs and increase in activity.

Concluding her report, Ms McCauley commended Directors and their senior teams for demonstrating grip and control and said as the Trust has moved to a new financial year, we should acknowledge the work of the Directorates in reaching this financial outcome.

On behalf of the Board, the Chair commended everyone on the Trust's financial position and for delivering a financial outturn within the agreed Control Total. He

sought clarity in respect of Covid19 funding and Ms McCauley confirmed that Covid19 expenditure for 2021/22 had been fully funded however moving into 2022/23, only funding for quarter 1 had been confirmed at this point. She said the potential to unlock further funding would depend on funding becoming available and further surges.

Dr McPeake referred to the prompt payment target and asked what percentage of invoices are disputed. Ms McCauley said she would look at this and advise Trust Board.

Prof McKenna referred to table 9 regarding agency and bank expenditure and asked the reason for the increase in expenditure in every month in 2021. Ms McCauley said this was due to workforce challenges and said the Trust had grown a dependence on flexible staffing as a consequence of lack of availability of staff. Mr Guckian pointed out that when you examined the analysis, medical locum costs had not increased so the increase referred to agency and bank nursing. Mrs McKay explained that there are currently 84 vacancies at nurse band 5, the majority of which are in Altnagelvin Hospital. She said normally we are not at this position after new registrants start in October and November however currently there are 26 nurse vacancies in theatres and a high number in ED. Mrs Hargan said that agency working has become an attractive option for some staff as it gives a level of flexibility to their working life. She said the Trust is looking at this with trades union to support more flexible working.

Mrs Laird commended all Directors on the Trust's financial outturn given the difficult year. She referred to agency spend and said Mrs Hargan and colleagues should be supported to ensure the Trust is showing leadership in managing this.

Mrs Laird referred to the recovery plan and asked for an update. Mr Guckian said this detail would be included in the financial strategy for 2022/23.

4/22/12

### **PERFORMANCE MANAGEMENT INFORMATION**

Mrs Molloy referred to her report within papers for information. She said a full report would be presented to Trust Board at its June meeting.

4/22/13

### **ROLL FORWARD OF ANNUAL BUSINESS PLANS**

Mrs Molloy referred to a letter from the Permanent Secretary dated 4 March 2022 within papers which set out the expectations of ALBs in relation to aspects of corporate governance and accountability, including Corporate Plans for 2022/23.

She noted that similar to 2020/21, ALBs have been asked to roll forward their Corporate Plan for a further 1 year period and share these with the DoH.

Mrs Molloy said in line with the Permanent Secretary's letter and the approach being taken by other Trusts, a review and refresh of the Trust's Corporate Plan for 2021/22 had been undertaken and she was bringing this Plan to members for approval today.

Concluding Mrs Molloy said the DoH has advised of its intention to align new ALB Corporate Plans to the next Assembly mandate (2022-2027). She noted that further advice will be issued on the requirement for Corporate Plans following the formation of the new Executive and agreement on a new Programme for Government.

Mrs Laird said she was very content with the reviewed Corporate Plan. She asked that in developing future Corporate Plans had any thought be given to how service users should be involved. Mrs Molloy said the Trust had not received any guidance on this at this stage as there is usually a prescribed process from the DoH which she would develop for local level. Mrs Molloy confirmed that there would be a need and expectation to include service users and that the Involvement through Improvement Committee would have a focus on this.

Following consideration, the reviewed Corporate Plan for 2022/23 was proposed by Canon Rev McGaffin, seconded by Mr Hegarty and unanimously approved by Trust Board.

4/22/14

**DELEGATED STATUTORY FUNCTIONS AND CORPORATE PARENTING  
REPORT - 1 APRIL 2021 – 31 MARCH 2022**

Ms Mahon shared with members a presentation detailing the high level findings emerging from the Delegated Statutory Functions report for the period 1 April 2021 – 31 March 2022. She said the presentation was in the absence of the final report that was due with the Strategic Planning and Performance Group on 13 May. She assured that the final report would be submitted to Trust Board retrospectively at its June meeting. She advised that discussions were taking place with SPPG to consider aligning dates for correlation of information to enable the report to be shared with Trust Board.

The Chair asked how many of the pressures were due to lack of staff. Ms Mahon said in her judgement it was probably 50% due to lack of staff and 50% due to increased complexity of cases. She said during Covid19 there were significant issues emerging around mental health and poverty and added to this were staffing challenges.

The Chair said he was concerned with the number of outstanding reviews. Ms Mahon said her staff work on this regularly and assured members that reviews are prioritised in terms of the complexity of the child.

Mr Hegarty thanked Ms Mahon for her very informative presentation and said he found the detail very interesting and the amount of work incredible. He noted that 64% of the total of Looked After Children are in kinship care. He asked if these children were older and how many children would move from kinship to adoption. Ms Mahon said that not all the children in kinship care are older and that some kinship families are interested in a residence order for the child while the parents continue to hold parental residency. She added that there were a few children in kinship with a view to adoption Social Services was very mindful of moving children from kinship because of issues with attachment.

Mrs Laird said it was a very challenging report with many of the significant issues and challenges being systemic and structural beyond the control of the Trust. She asked for a view of what was happening regionally to address these challenges. Ms Mahon said the Trust had recently been subject to a regional review of children's services and she was hopeful that this would address some of the challenges. She said however now with the new Commissioning arrangements it was for the Trust to lobby for more resources to support early intervention and to enable staff to target those in greatest need and enhance partnership working with other statutory bodies. Ms Mahon said if the Trust can support families from an early stage then there would be less involvement of social services.

Mrs Laird raised concern about the Trust Board's role in respect of the new arrangements since the disbandment of the Health and Social Care Board. Ms Mahon said this was being worked through however she would share with members the new DoH Circulars for reading.

The Chair sought clarity on the project board established to review workforce to support staff, increase skill mix and identify tasks within professional social work which could be delegated to other grades of staff in a safe way. Ms Mahon said this work would report into the Corporate Management Team initially however would be brought back to Trust Board with a supporting Terms of Reference.

Canon Rev McGaffin referred to the numbers of children in need which had slightly increased and asked for the reason behind this. Ms Mahon said it was difficult to explain but that these cases are managed on a multi-disciplinary basis.

4/22/15

#### **ASYLUM/REFUGEE SUPPORT FOR EXECUTIVE DIRECTORS APRIL 2022**

Ms Mahon reported that as Trust Board would be aware, over 11m people were forced to flee their home in Ukraine following the breakout of war. She said this had



created a humanitarian crisis of displaced people who require urgent assistance and help, with the UK government having pledged to grant 25,500 visas and a percentage of these people will be placed in Northern Ireland over the coming weeks and months.

Ms Mahon said those refugees arriving in Northern Ireland will likely to arrive with very limited resources and will require assistance and support while they await the outcome of the war in their home country. She said they will require access to all services such as health care, housing, education and benefits. Ms Mahon said the Head of Service for Family Intervention in the Western Trust has been asked to offer safeguarding advice and support to the 'Regional Homes for Ukraine' working group and to co-ordinate the Western Trust response from a safeguarding perspective.

Ms Mahon shared with members a briefing paper with regard to the Trust's health response when refugees arrive in the Western Trust area. She said that regional meetings are taking place twice weekly to provide Trust representatives with updates on the refugee status, the host/sponsor assessments, assessment centres, support issues and any new guidance issued.

The Chair thanked Ms Mahon for her update and asked that the Trust provide whatever support it can.

Mr Hegarty remarked the number of visas which the government has pledged to grant correlated to the number of refugees expected to arrive in Northern Ireland. Ms Mahon said that 50 refugees have arrived in Northern Ireland so far and they are being managed and supported.

4/22/16

### **RESUSCITATION POLICY**

Mrs Keenan referred members to a revised Resuscitation Policy for members' approval.

Following consideration it was proposed by Canon Rev McGaffin, seconded by Dr McPeake, and unanimously approved by members.

4/22/17

### **SUB COMMITTEE REPORTS**

#### **Finance and Performance Committee**

Mr Hegarty noted the minutes of Committee meetings held on 1 March and 5 April 2022. He said the minutes were consistent with discussion at Board today.

Mr Hegarty referred to a deep dive into staffing levels within AHPs services which highlighted issues in relation to sickness absence and recruitment challenges.

Mr Hegarty said 5 key areas for improvement have been identified and that an action plan would be developed for Board outlining progress. He said the Committee would keep an oversight on the important issues being discussed.

Mr Hegarty referred to discussion on the implications of the budget not being agreed. Ms McCauley confirmed that the Trust would need to balance its deficit and the Trust would undertake preparatory work on this.

### **Revised Terms of Reference**

Mr Hegarty shared with members a revised Terms of Reference. He said the frequency of Committee meetings had been changed so that the Committee meets up to 8 times per year in formal session. He said a further change was in relation to one of the main functions for the Committee in that the Committee will receive reports on Trust Delivery Plans and their updates under the relevant commissioning arrangement, and review the performance monitoring information relevant to operational performance against the Delivery Plans which are approved by the DoH.

Following consideration the revised Terms of Reference were proposed by Dr McPeake, seconded by Mr Hegarty and approved unanimously by the Board.

### **Audit and Risk Assurance Committee**

Mr Hegarty referred to the minutes of 11 October 2021 which had been Mr Campbell's last meeting as Chair. He drew members' attention to a number of issues which included the Internal Audit Progress Report 2021/22, Internal Audit Mid-Year Review follow up and the report from External Audit – final report to those charged with governance 20/21.

Mr Hegarty provided members with a verbal update from the Audit and Risk Assurance Committee meeting held on 7 February 2022. He said this was his first meeting as Acting Chair of the Committee.

Mr Hegarty said he was delighted to welcome Deloitte to the meeting. He noted that the Trust is required to have an additional Trust Board in June to consider and approve the Trust's Annual Accounts and Annual Report. Mr Hegarty referred to discussion on Social Care Procurement compliance and noted the earlier update to members on direct award contracts. Mr Hegarty referred to the internal audit plan and an internal audit in respect of CAWT which had provided limited assurance. Mr Hegarty said these issues would be addressed now the staff have transferred to the Trust.

## **Endowment and Gifts Committee**

Canon Rev McGaffin referred members to the minutes of Committee meetings held on 7 December 2021, 8 February 2022 and 21 March 2022.

Canon Rev McGaffin advised that Directorate targets amounting to £500k had been set for expenditure in 2021/22 and said good progress had been made. She said she would provide members with an update on end of year position at a later date.

Canon Rev McGaffin advised that a proposal had been supported by the Committee to acquire artwork for the walls of the South West Acute Hospital and Omagh Hospital and Primary Care Complex. She added that all staff were now trained on the new accounting system, Harlequin Charitable Accounting System, and are currently working with other Trusts to ensure they have a standardised implementation approach with the system.

Canon Rev McGaffin provided an update on the establishment of Super Funds and said that this was being piloted currently.

Canon Rev McGaffin advised that additional funding of £3m is being progressed through a Sub Committee in respect of staff wellbeing.

## **Improvement through Involvement Committee**

Mrs Laird referred to minutes of Committee meeting held on 15 November 2021.

Mrs Laird provided a verbal update on the Committee meeting held on 28 March 2022. She said the Committee was very keen to see the Trust consultee list extended and refreshed. She said the Committee also discussed the establishment of integrated care systems and the Committee will monitor this going forward. She added that the Committee had considered Care Opinion and said risk management leads have established a new forum to look at learning which can be shared across the Trust. She noted that this learning will be feedback into the Committee.

Mrs Laird referred to external monitoring arrangements on the impact of involvement and said she was delighted that the Committee's new dashboard was being utilised as a model of good practice across the Region. She said from April 2022 mapping was complete and would be updated.

Mrs Laird said real progress was being seen in respect of involvement and engagement and said the Committee had received 2 presentations on involvement within adult learning disability services. She commended them on the investment they have made in staff support and in measuring the impact of this.

Prof McKenna thanked Mrs Molloy and her team for their excellent support of the Committee and said the Committee was leading the way on this work and said the fact the Region was using Trust work regionally echoed this.

Dr McPeake commended the valuable evaluation of engagement and Mrs Laird paid credit to Mr Ward and Ms McMonagle, Health Improvement, for their work in this area.

### **People Committee**

Mrs Laird referred to the minutes of Committee meeting held on 9 November 2021 for noting.

Mrs Laird gave a verbal update on meeting held on 29 March 2022. She said the Committee had reviewed its Terms of Reference and would be shared with members at a future Board meeting for approval.

Mrs Laird referred to the Trust's Organisational Development framework and said a huge piece of work was ongoing on this. Mrs Laird said the Committee had received a staff story from a practice educator in unscheduled care which had been very impactful. She reiterated the importance of 3 things - kindness, humour and confidence.

Mrs Laird called on the Board to stand behind HR on flexible working as this will support recruitment and retention. She said the Committee is looking at a range of innovative initiatives and will share with the Board going forward.

Mrs Laird referred to HR metrics and said while some improvement was being seen across a range of areas, there was deep concern in relation to appraisal. Mrs Hargan said appraisal was discussed at a meeting of the Remuneration Committee recently and that she had the beginnings of a plan to address this.

### **Governance Committee**

Dr McPeake referred to minutes of Committee meeting held on 15 December 2021 which he gave a verbal update on at the February Board meeting.

Dr McPeake provided a verbal update from Committee meeting held on 23 March 2022. He said updates were provided in relation to the stabilisation of surgical services and neonatal care in SWAH due to staffing shortages.

Dr McPeake said the Committee had undertaken a deep dive into risk ID284.

Dr McPeake referred to the Fire risk assessment for SWAH and said this would be kept on the Committee's agenda but assured that work had been taken forward with the contractor on this.

## **Revised Terms of Reference**

Dr McPeake advised that the Committee had reviewed its Terms of Reference. Following discussion they were proposed by Canon Rev McGaffin, seconded by Mr Hegarty and unanimously approved by members.

## **Remuneration Committee**

CMT withdrew from discussion for this item.

## **Minutes of meeting held on 24 September 2021**

Members noted the minutes of a meeting held on 24 September 2021.

## **Verbal update from meeting held on 7 April 2022**

The Chair said he would email members with an update on this meeting held on 7 April.

4/22/18

## **ANY OTHER BUSINESS**

There were no further items of business.

The Chair said he was disappointed that the 2 vacant Non-Executive Director posts had still not been appointed to. He said he would email the Public Appointments Unit for an update. Dr McPeake noted that in 2023, 3 further Non-Executive Directors and the Chair's terms of office would end.

Canon Rev McGaffin referred to NED representation on Consultant interview panels and felt it would be necessary for all NEDs to be trained to sit on panels. She said this training should include recruitment and selection, leadership framework and diversity.

4/22/19

## **DATE OF NEXT MEETING**

The next meeting of the Western HSC Trust Board will take place on Thursday, 9 June 2022 at 11 am.

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**Mr Sam Pollock**  
**Chair**  
**9 June 2022**