

Minutes of last meeting of the Western Health & Social Care Trust Board held on Thursday, 6 October 2022, Trust Headquarters

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

Mrs G McKay, Director of Acute Services
Mrs D Keenan, Interim 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
Dr E Brady, Interim Director Adult Mental Health and Disability
Ms E McCauley, Director of Finance & ICT
Mrs K Hargan, Director of HR & Organisational Development
Mrs T Molloy, Director of Performance and Service Improvement

IN ATTENDANCE

Mr O Kelly, Head of Communications
Mrs M McGinley, Executive Officer to Chair/Chief Executive
Prof O'Hare, Associate Medical Director
Mr S McCaul, Assistant Director Quality and Safety

9/22/1

CONFIDENTIAL ITEMS

9/22/2

CHAIR'S WELCOME AND INTRODUCTION

The Chair welcomed everyone to the October Board meeting.

- The Chair in particular welcomed Dr Brady, who had been appointed Interim Director of Adult Mental Health and Disability Services. Members of the press were asked to forward any questions to Mr Kelly following the meeting.
- The Chair acknowledged that the Trust had the honour of welcoming the late Monarch to the Western Trust twice and said he knew she was very impressed

by the staff she met and the facilities she visited. He thanked Canon Rev McGaffin for attending a service of thanksgiving on Thursday, 29 September.

- On 5 October the Chair said he was delighted to welcome Minister Swann to St Columb's Park House to visit the relocated Candle of Life. The Chair said 2 families were present at the event and this had made the occasion very special.
- The Chair advised that the Trust's Staff Recognition Awards were launched on 5 October and asked staff to make nominations against the 8 award categories as well as a number of special awards.

The Chair asked members to hold 9 March 2023 in their calendars for the Awards Ceremony.

9/22/3

CHIEF EXECUTIVE'S REPORT

Mr Guckian shared a report from the previous meeting.

General Pressures

Mr Guckian advised that both Altnagelvin Hospital and South West Acute Hospital were under extreme pressure this week with the Full Capacity Protocol having been implemented on both sites with all escalation beds in use as per staffing levels. Mr Guckian said UTV reported from Altnagelvin Hospital on Tuesday afternoon airing an interview with Dr Nelson, Emergency Medicine Consultant.

Vaccinations

Mr Guckian advised that overnight the Chief Medical Officer had been on media promoting vaccinations. He said the Trust staff winter Covid and Flu vaccination clinics got underway from Monday, 3 October and asked all staff to get both the Flu and Covid19 vaccinations, as this would not only help protect vulnerable patients, but also protect staffing levels so that we can continue to give patients the level of care they need throughout the coming months.

Staff Recognition Awards

Mr Guckian said he was delighted that the Staff Recognition Awards were making a welcome return. He said he was calling on everyone to nominate individuals and teams who have done something special in recent years. He added that it was really important that the Trust acknowledges its staff, especially given the pressure that everyone has been under.

Mr Guckian said there were also a number of special awards, including the new Patient/Service User Feedback Award that will be facilitated by 'Care Opinion' feedback and compliments received.

Western Trust Structures Consultation

Mr Guckian advised members that the review of Trust structures continued to be progressed. Following a series of engagement events with senior staff, proposed structures were developed which aimed to enable additional senior capacity to deliver corporate and clinical priorities and enable the Trust to engage in and respond to regional initiatives and Ministerial and Departmental priorities.

Mr Guckian advised that the proposed structures were shared at Senior Leaders Forum and Trade Union Consultation group on 10 August. This saw the launch of a Trust wide consultation period from 10 August to 14 September 2022. A total of 68 responses were received from individuals, teams and departments. Mr Guckian said he would like to acknowledge all those who took the time to provide detailed and constructive feedback as this had greatly assisted in the work to design structures which meet the original aims. He added that the consultation responses were shared with CMT on 4 October and a number of next steps had been agreed.

Mr Guckian said the next steps include the development of a consultation response paper for Trust wide release, further engagement with some identified services which were highlighted as part of the consultation process and progression with the workforce transition stage. He added that there will continue to be engagement with impacted services, staff and Trade Unions as we move forward.

Mr Guckian said he would bring a full report on the process to November Trust Board.

Mayor's Civic Reception – Clinical Placement for Medical Students

Mr Guckian said the 5 September was a special day for the Trust in that the first cohort of medical students from the Ulster University Medical School in Magee came into Altnagelvin for their first clinical placement. He said this event represented many years of hard work and commitment by so many people. Mr Guckian said he was delighted to welcome the students, along with Queen's University students, on that day and on 6 September the Mayor hosted a civic reception in the Guildhall.

Her Majesty the Queen

Mr Guckian referred to the death of Her Majesty The Queen. He said there had been some plans in place to enable suitable marks of respect on social media, websites etc. Mr Guckian said Health Services in the West were fortunate over the years to have several visits by the Queen for official openings and these visits were extremely well received. Mr Guckian said the day of her funeral became a public

holiday and the Trust tried to sustain as many time critical services and pre-booked services as possible.

9/22/4

APOLOGIES

Apologies were received from Dr Lavery, Medical Director. It was noted that he was being represented by Prof O'Hare, Associate Medical Director, and Mr McCaul, Assistant Director Quality and Safety.

9/22/5

DECLARATION OF INTERESTS

There were no conflicts of interest.

9/22/6

MINUTES OF PREVIOUS MEETING – 1 SEPTEMBER 2022

The minutes of the previous meeting held on 1 September were proposed as a true and accurate record of discussion by Mr Hegarty, seconded by Dr McPeake and carried unanimously by the Board.

9/22/7

MATTERS ARISING

There were no matters arising.

9/22/8

CORPORATE RISK REGISTER AND BOARD ASSURANCE FRAMEWORK

Mr McCaul referred members to the Trust's Corporate Risk Register and Board Assurance Framework. He said there were 21 risks on the CRR as approved at Trust Board on 1 September 2022. Mr McCaul said there were no material changes to the register nor were there any new risks. He referred to the summary report for actions and noted that there were no outstanding issues with all risks having been reviewed as required in the last 3 months.

Mr McCaul provided an update on outstanding actions from Trust Board workshop. He referred to risk ID3 and said an analysis of the current risk was presented to the Corporate Governance Subcommittee and it was agreed that the focus of the risk

should be on violence and aggression against staff going forward. He said this would come back as a new risk in due course to members.

Mr McCaul referred to risk ID1213 and said this risk would be considered at PSI Directorate Governance Committee following completion of a pilot exercise. Also, Mr McCaul advised that risk ID1216 will be expanded to include patient flow across the hospital and said this risk was being redrafted and would come to the Acute Governance Committee before coming back to Board. Mrs Laird referred to risk ID1216 and said while she appreciated the move to widening the risk she hoped the risk would not lose its particular focus on ED. Mr McCaul assured Mrs Laird that a new risk specific to ED which will cover aspects in relation to ED is being developed.

Dr McPeake referred to discussion at Governance Committee regarding the transfer of adults for critical care. He said Governance Committee had a very detailed and positive discussion on the need for more work on time critical transfers which are the responsibility of the Trust and said these discussions at Committee level highlighted the value of deep dives.

9/22/9

GOVERNANCE BOARD ASSESSMENT 2021/22

Mr McCaul referred members to the annual Board Governance Self-assessment 2021/22 for approval. He said the self-assessment and evidence file had been reviewed and updated to give assurance that Board is operating effectively.

Mr McCaul said the guidance sets out the scoring criteria and members confirmed that the scoring was relevant. Mr McCaul highlighted 4 action areas. The Chair advised that he is in regular communication with the DoH in relation to the vacant Non-Executive Director posts within the Trust.

Mr McCaul referred members to the Board impact case study. Mr Hegarty suggested the need for an escalation process in relation to letters from RQIA. He said he would address this at Audit and Risk Assurance Committee. Mr McCaul also advised that he would add this to the governance structure in relation to the Quality and Standards Subcommittee.

9/22/10

ENVIRONMENTAL CLEANLINESS REPORT APRIL - JUNE 2022

Mrs Keenan referred members to the above report. She reported that no bi-monthly or quarterly report had scored less than 75% but said for some areas the audits had not been completed in a timely fashion. In respect of managerial audit, members were advised that one area had scored less than 70%. Mrs Keenan said a further managerial audit would be undertaken before the end of the year.

Prof McKenna referred to compliance in respect of managerial audits and Mrs Keenan advised that compliance is for the full year and this was a position report as at end of June.

9/22/11

PERFORMANCE MANAGEMENT INFORMATION – EXCEPTION REPORT

Mrs Molloy advised that she had no report today and that a full report would come to the November Board meeting.

9/22/12

FINANCIAL PERFORMANCE REPORT FOR MONTH 5

Ms McCauley presented to members the Trust's financial position for the period ended 31 August 2022.

Ms McCauley stated that since her last brief to members there had been very little change to the challenging financial environment for the Trust and the wider HSC. She said as previously advised, the SPPG had expected to be in a position to provide formal clarity in relation to allocations at the end of September however while this had not materialised, it was expected imminently. Ms McCauley said this would enable the Trust to provide an assessment of its expected end of year forecast which she hoped to report in the month 6 report.

Ms McCauley advised that in the convening period the Trust had received 2 letters from SPPG. She said the first letter had confirmed that the Trust's share of the regional savings target of £15m in respect of agency spend is £2.367m. She said Directors had agreed a distribution of the target and are actively developing savings plans. Ms McCauley said in tandem the regional agency reduction working group is formalising its recommendations which are intended to secure a long term sustainable reduction on HSC dependency on off-contract agency utilisation. Ms McCauley acknowledged that to successfully secure the shift in dependency required for long term sustainability that these recommendations would require a longer time period to implement effectively and on that basis Directors would look across all budgets to identify opportunities for delivering the savings in-year in tandem with taking forward the recommendations.

Ms McCauley said the second letter received from the SPPG placed further focus on arrangements which the Trust has in place to support financial balance. She said the Trust provided a response to that letter which outlined the range of arrangements that are in place as part of the Trust's delivering value programme, actions being taken in relation to discretionary spend, the work we have done to reduce Covid

expenditure, other cost containment and controls as well as the culture of financial responsibility which we are actively promoting.

Ms McCauley referred members to the Trust's financial report for month 5. She said the Trust was reporting an overspend against its budgets of £18.5m at 31 August 2022. She also advised that the Trust had no change to the net pressures position of £33m reported in previous reports however the Trust had reduced the Covid pressures forecast from £26m to £13m as a consequence of confirmed funding for quarter 1 and PPE for the full year.

Ms McCauley referred to table 4 which detailed projected pressures in 22/23 and said this outlined the Trust's net pressures of £16m on business as usual and £18.5m taking account of unfunded Covid pressures.

Moving to table 5 Ms McCauley said this confirmed at Directorate level that in this period the Trust had an upward shift in overspend from 5.1% in month 3 to 5.6% in month 5 which, for the first time this year, put the Trust operationally above the prior year level of 5.1%. She said both the Acute Directorate and Adult Mental Health and Disability Directorate were operating above the prior year level with rises noted in medical and nursing agency usage as well as a high cost client packages with the independent sector. Ms McCauley added that other Directorates also had increased expenditure from prior period levels and therefore the priority discussion for finance at Senior Management Teams and monthly finance focus meetings with Directorates will be in relation to actions which will be required to be taken within Directorates to recover this position.

Ms McCauley referred members to tables 6, 7, 8, 9 and 10 regarding pay expenditure, non-pay internal and external expenditure, flexible payroll expenditure and capital expenditure. She highlighted that in relation to table 9 this graph now illustrated trends in flexible payroll expenditure on agency, bank and overtime usage across the Trust since April 2021.

In concluding her report Ms McCauley advised that discussions in relation to the Departmental financial contribution towards the Trust recovery plan were ongoing and she said that the Trust hoped to complete a formal closure report to support a final negotiation. She added that a review of the Trust reporting framework had enabled a renewed focus on the role of the Delivering Value Management Board as a key conduit through which current strategic financial objectives, both local and regional, can be taken through as this agenda evolves further.

Dr McPeake referred to table 8, non-pay expenditure internal and specifically energy costs. He noted that there had been a 4 fold increase in cost which was 2.5 times higher than last year and said he anticipated that a further increase was likely as we move into winter. He asked if the Trust had made any provision for the increase. Ms McCauley advised that the Trust keeps the DoH informed in any changes to energy costs and said this has been done as part of the Trust's rising pressures. She said

the DoH had committed £10m but it was the Trust's belief that we will exceed this. Ms McCauley said the Trust could not make any assumption to the funding for this as it falls to the DoH to identify a possible source and it is known that the DoH do not have the funding available for it currently.

Mr Guckian advised members that at the CMT meeting this week the Trust's Energy Team had made a presentation on a range of proposals to reduce energy consumption and CMT approved a range of short term measures. He added that the Trust will also bid to the DoH for the extra cost associated with energy.

Mrs Laird asked how the Trust would fund Covid beyond quarter 1. Mr Guckian commended the work of Directors over recent months in respect of Covid costs and said Directorates had identified costs which have now been aligned to a policy or service imperative. He said that the Trust has highlighted to the DoH that if the policy changes, then the costs will reduce. Ms McCauley added that this was a regional issue and all Trusts are facing the same challenge. She said the funding allocation from the DoH is not sufficient for Covid costs however Directorates are seeking to reduce these costs.

Prof McKenna referred to table 9, total flexible payroll expenditure and noted a reduction in nursing Agency. He asked if Agency bank included nurses only. He said he suspected that bank nurses were more cost efficient than Agency, and if this was the case, could the Trust make bank more attractive. Ms McCauley said the reduction in nursing Agency was in line with a sustainable reduction in agency cost. She confirmed that the Trust's drive is to maximise bank and how the Trust can incentivise the bank to reduce dependency on Agency. The Chair raised some concern about the number of nurses who are becoming part of the bank and Mr Guckian said he would provide an analysis on nurse vacancies.

9/22/13

USE OF TRUST SEAL 2020/21 AND 2021/22

The Chair referred members to a paper detailing the occasions that the Trust seal had been used in 2020/21 and 2021/22 for information.

9/22/14

BANK MANDATE CHANGES

Ms McCauley sought Trust Board approval to a number of changes to the Trust bank mandate.

She sought approval that Mrs Nolan, Assistant Director, would be added as an authorised cheque signatory following her promotion within the Finance department to Assistant Director.

Ms McCauley also sought Trust Board approval to remove 3 members of staff from the Trust bank mandate due to their retirement from the Trust.

Ms McCauley also advised that banking administrators will be amended from Mrs Wallace and herself, replaced by Mrs Browne, Acting Assistant Director of Finance, and Ms Walsh, Senior Accountant, Financial Management.

Dr McPeake asked had the Trust removed staff promptly from the bank mandate. Ms McCauley advised that there had been a delay in the case of the 3 people who had retired and assured members that she would review procedures to ensure that this does not recur. Dr McPeake asked that when the staff member leaves the Trust he would like this date included in the briefing paper coming for approval. Ms McCauley agreed to do this.

The Chair asked Ms McCauley to advise him of the date when the 3 staff members left the Trust. Mr Hegarty asked should the 3 people who had retired not be replaced by 3 people. Ms McCauley explained that at this point only 2 had been replaced and the recruitment process was ongoing in relation to the third post.

The changes to the Trust's bank mandate were proposed by Mr Hegarty, seconded by Dr McPeake and unanimously carried by members.

9/22/15

SUB COMMITTEE REPORT

15.1 *Improvement through Involvement Committee*

Minutes of meeting held on 30 June 2022

Members noted the above minutes and noted a verbal update had been previously given to members.

Strategic meeting on 15 June

Mrs Laird advised that a strategic planning meeting had taken place and she briefed members on the main points of discussion which included the Committee's work plan, Consultee List, Care Opinion, and the regional outcome framework. Mrs Laird commended involvement being on senior leaders agenda.

Verbal update from meeting on 14 September

Mrs Laird gave a verbal update on the Committee meeting held on 14 September. Mrs Laird said the Committee had received an update on 2

case studies one of which was from the Altnagelvin Parents Group. Mrs Laird commended this very excellent involvement project. Mrs Laird said she was delighted that involvement and engagement is included in the staff awards.

15.2 ***People Committee***

Minutes of People Committee Meeting on 16 June 2022

Mrs Laird referred to the minutes of the above People Committee and said a verbal update have been previously given to members.

Verbal Update from People Committee Meeting on 15 September 2022

Mrs Laird asked the Board to note that this Committee meeting had to be reconvened on 5 October to give sufficient space to discuss the Committee's big theme for this quarter "growing for the future". She said the Committee also wanted to have a deep dive on the development of a workforce dashboard which the Trust is leading the region on.

Mrs Laird gave an update on discussion in respect of the future of medical education and workforce and the MedWest faculty. She said discussion also took place on nursing and midwifery and why some specialities are offered only at Queens. Mrs Laird said Mrs Hargan will raise this with the DoH. Mrs Laird said the Committee took a major focus on social work workforce and this will come to a CMT meeting in October.

Mrs Laird said the Committee noted the agency reduction group and hoped the savings earmarked for the region will be reinvested.

Mrs Laird said the Committee was disappointed on performance in respect of job planning to date. She referred to the workforce dashboard that has been developed by Mr Jenkins and commended this presentation to the Board.

Mrs Laird said discussion took place regarding the Fair employment monitoring return and said there was a notable increase in the number of people not designating themselves as either Roman Catholic or Protestant.

Mrs Laird said the Committee noted its disappointment with appraisal statistics and suggested perhaps a monthly report should be given to the Chief Executive. Mr Guckian reassured Mrs Laird that the CMT would take forward the Committee's concerns and recommendations on appraisal.

Canon Rev McGaffin referred to page 9 of the minutes of 16 June regarding job planning and asked for an update in respect of the position as at 26 May

that 17% of consultants had an approved e-job plan for 2022/23. It was noted that with the establishment of the new oversight group it is hoped that this will bring a positive change. Mrs Hargan assured members that appraisal is being given priority and said she would provide members with information on consultant appraisals.

Canon Rev McGaffin said she would welcome the presentation of the dashboard to Board. Mrs Hargan said the dashboard was working very well and commended the work of service managers who are working alongside Mr Jenkins to identify the information that his helpful.

Mrs Hargan referred to absence as a result of long term sickness and said further consideration will be given to this and she would bring this back. She said the reasons for absence are multi-dimensional and said these factors are consistent across the region.

Prof McKenna advised members that as of last week all AHPs undergraduate courses have now moved to Ulster University Magee where they join courses in nursing, para-medicine and medicine. He reiterated the strong research that states you work close to where you study and train. He said that he was aware that Trusts in GB are coming to Queens and Ulster University to attract students to work for them. He said that in relation to which specialism of nursing is offered in which University he said that networks can be developed to help keep students in Northern Ireland.

9/22/16

ANY OTHER BUSINESS

Prof McKenna said he was conscious that the RCN may be balloting its members regarding future strike action and asked what plans would the Trust put in place to deal with pressures the Trust may face.

Mr Guckian advised that the Trust has had experience of industrial action in 2019. He said if this happens again the Trust will move into contingency arrangements in that the Trust will discuss with trades unions colleagues what services will need to be protected to continue and what services can be stood down.

Mrs Hargan said the Trust is in a much more difficult situation than 2019 and facing into a difficult winter. She said the Trust's business contingency plans would need to be refreshed. She said as an employer the Trust would seek to maintain its working relationships with staff. In addition she said the Trust has good relationships with RCN locally and regionally and she would hope that all parties continue to be respectful of each other.

9/22/17

DATE OF NEXT MEETING

The next meeting of the Western Health and Social Care Trust Board will take place in Omagh on Thursday, 3 November 2022 at 11 am.

**Mr S Pollock
Chair
3 November 2022**