

Minutes of meeting of the Western Health & Social Care Trust Board to be held on Thursday, 6 April 2023 at 10 am in Lecture Theatre, Trust Headquarters, Altnagelvin Hospital

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 B Lavery, Medical Director

Mr T Cassidy, Executive Director of Social Work/Director of

Women and Children's Services

Mr M Gillespie, Interim Director of Planned Services

Mrs D Keenan, Interim Executive Director of Nursing/Director of

Primary Care and Older People's Services

Ms K O'Brien, Director of Adult Mental Health and Disability Mrs T Molloy, Director of Performance and Service Improvement

Mrs K Hargan, Director of Human Resources

IN ATTENDANCE Mrs S Nolan, Assistant Director of Finance

Mrs R Santiago, Assistant Director Human Resources

Mr O Kelly, Head of Communications

Mrs M McGinley, Executive Officer to Chair/Chief Executive

4/23/1

CONFIDENTIAL ITEMS

4/23/2

CHAIR'S WELCOME AND INTRODUCTION

The Chair began by welcoming Mrs Nolan, Assistant Director of Finance, who was attending for Mrs McCauley.

The Chair said this was his last Board meeting and while a successor had been appointed, it had not been formally announced. He said he was sure the Trust Board would provide the new Chair with its full support.

The Chair said since his appointment in 2019, he had welcomed many new appointments to the Trust Board and that he was happy to be leaving a strong Trust Board and Corporate Management Team.

The Chair said during his tenure he had the privilege of being able to undertake many visits to services and departments across the Trust's area and meet front line staff. He added that while these visits had let him experience services at their best it also let him see services which were experiencing extreme challenges. The Chair said he had always been impressed by staff's integrity, their willingness to do a great job and go that extra mile in helping patients and their families.

The Chair said unfortunately these visits were halted in 2020 by the Covid 19 pandemic and said it was important that members did not underestimate the huge loss experienced by families within the Trust where 3,000 families had lost a loved one. He said during the pandemic staff rose again to the challenges that the pandemic brought and continued to deliver services while being under personal risk of infection. At the Staff Recognition Awards, he said he had the privilege of meeting Nuala McLaughlin's mother and brother.

The Chair said during his tenure he had the honour of being Chair of the Trust's Organ Donation Committee and also a member of the Trust's Chaplaincy Group. He said he was delighted to award the Chaplains his Chair's Award at the Staff Recognition Awards because Chaplains are highly valued by patients, staff and families. He said most of the Chaplaincy work is not seen by the public but when patients and families face difficult circumstances Chaplains make a difference by providing immense support.

The Chair said when he was appointed in May 2019, the then Permanent Secretary had made it clear that one of the important priorities was for the Trust to reduce its accumulated overspend position. The Chair thanked each member of the CMT, individually and collectively, that while the 2023/24 budget was still uncertain, for 2022/23 there had been some good news in that subject to the usual year end work, the Trust expected to breakeven. The Chair said this was the first time the Trust had broken even since he had been Chair and represented a major achievement for the Trust.

Concluding his report, the Chair thanked everyone for their personal support to him and said it softened the impact of leaving to know that the values and ethos that have been instilled within the Trust will continue in safe hands into the future. He

said he was exceptionally proud of the Trust and that he was pleased to finish his career doing something important in this area.

4/23/3

APOLOGIES

Apologies were received from Ms E McCauley, Director of Finance, Contracts & Capital Development and Mrs McKay, Director of Acute Services.

It was noted Mrs Laird left the meeting following the confidential session.

4/23/4

DECLARATION OF INTERESTS

There were no declarations of interest expressed.

4/23/5

MINUTES OF PREVIOUS MEETING - 2 MARCH 2023

The minutes of the previous meeting held on 2 March were proposed by Canon Rev McGaffin, seconded by Mr Hegarty and unanimously approved by the Board as a true and accurate record of discussion.

4/23/6

MATTERS ARISING

There were no matters arising.

4/23/7

CHIEF EXECUTIVE'S REPORT

Mr Guckian referred to the Chair's pending departure and acknowledged, on behalf of the Corporate Management Team and all Trust staff, his commitment and leadership over the past 4 years. He added that the Chair had led the Trust and the Board through some of its greatest challenges, not least the Covid pandemic and that his compassionate leadership was clear to all and the Board was the stronger for it. Mr Guckian wished the Chair a long and healthy retirement and best wishes for the future.

Mr Guckian invited Mr Cassidy to say a few words given the Chair's background in social work.

Mr Cassidy thanked the Board for the opportunity to speak and said as he looked at the Chair's career over the last 50 years he was struck that he had been involved in some of the most important issues that had taken Northern Ireland society forward and that not just the Western Trust should be grateful, but the entire population of Northern Ireland.

From a social work perspective, Mr Cassidy said the values that were spoken about earlier were embodied in the Chair - compassion, integrity, commitment, human rights, justice, respect and trust worthiness. He also added that through the Chair, his wife and friends had provided a number of quilts to the Trust's looked after young people and that the young people were so grateful for their kindness and generosity and what the quilt symbolises. Mr Cassidy said the former Director of Women and Children's Services had asked that her thanks also be conveyed in recognition of the personal support and advice he had provided to her during her time as part of the Mother and Baby Home Inquiry. Mr Cassidy also thanked the Chair for speaking at the celebration for World Social Work day and said staff felt he was inspiring in what he had said and remarked his quiet authority. Concluding, Mr Cassidy said the Chair had made a lasting effect on Nuala McLaughlin's mother at the Staff Recognition Awards and that the Trust, the Board and staff would miss him.

General Pressure

Mr Guckian advised that following a day of Industrial Action, the Trust had experienced a very difficult weekend in its Emergency Departments. He said EDs were de-escalating since however the system continued to be under pressure. Mr Guckian said the Trust would continue to work on this before the holiday weekend but a weekend plan for the Easter break had been developed.

Mr Guckian apologised to any patient whose care had been delayed or compromised due to the pressure on patient flow in recent weeks.

Staff Recognition Awards

Mr Guckian congratulated all staff and teams who were nominated in the Staff Recognition Awards 2022/23. He said the Ceremony on 4 April was a tremendous success and said it was great to have over 200 staff at the event in Omagh. He said to be nominated by a colleague was a great honour and that he hoped all winners and highly commended had an opportunity to celebrate their success. On behalf of everyone in the Trust Mr Guckian acknowledged the commitment of staff at this time.

Consultation - Emergency General Surgery South West Acute Hospital

Mr Guckian advised reminded members that the consultation on the temporary changes to Emergency General Surgery in SWAH closed on 10 April 2023. He said the Trust will collate the responses to the consultation and present a report to Trust Board in the summer.

Dromore & Trillick GP Surgery

Mr Guckian congratulated Mrs Keenan and her team for stabilising Dromore and Trillick GP Surgery. He advised that following a request by the SPPG the Trust had agreed to continue to manage the contract until 30 September 2023.

Mr Guckian provided members with an update on the GP rota, staffing, clinical correspondence and the review of repeat medication in respect of a cohort of patients. It was noted that in relation to the review of medication nothing of significance had been identified to date.

Mr Guckian advised that the SPPG has requested an external Pharmacist to review the Quality Outcome Framework measures for Dromore & Trillick Practice. He said this review had concluded that the majority of the measures were in line with the national average however the Practice is below the national average in 2 areas. Members were advised that in July 2022 the Practice's QOF measures were all below the National average however the extensive work with the Practice has made these improvements and this now makes the Practice more appealing to a new Contract Provider.

4/23/8

PATIENT STORY - PRIMARY CARE AND OLDER PEOPLE'S DIRECTORATE

Mrs Keenan introduced Ms Debbie Beckett, Stoma Care Nurse Specialist and Ms Marina Kealey, service user to the meeting. Ms Beckett outlined her involvement with Ms Kealey and said Ms Kealey would outline her clinical pathway from her diagnosis of bowel cancer in 2018 to now.

Ms Kealey described to members her clinical and surgical pathways and advised she had a very slow and complicated post-operative recovery. She said in 2019 she was added to a waiting list for further surgery which has been delayed, first due to industrial action and then due to Covid19.

Ms Kealey outlined several hospital admissions and said she was regularly reviewed by the Stoma Care Nurse Specialists every 6 months to monitor her symptoms and advocate to medical colleagues to review and offer a plan of action. Ms Kealey advised that she rang her Consultant's secretary in July 2022 to let them know that she was struggling and if they could give her any indication of when her surgery might take place as she felt her life was on hold. She said while she understood surgery for cancer patients must come first she felt she was being over looked. Ms Kealey said her condition was continuing to deteriorate and at her last consultation she was told her surgery was now high risk because of the passage of time.

The Chair thanked Ms Kealey for her openness and honesty.

Ms Beckett advised that Ms Kealey has been known to the Stoma Care service since 2019 and said while patients move off the Stoma caseload, there are a number of patients who will remain lifelong patients. She said she would continue to support and advocate for Ms Kealey.

Mr Guckian thanked Ms Kealey for sharing her journey and said it is important for the Board to hear from patients when things do not go well.

Mr Gillespie thanked Ms Kealey for attending and said there were aspects of her care which were not ideal. He said he would address her case directly with her and Ms Beckett outside the meeting and he would link in directly with her Consultant.

Mr Hegarty said this was such a sensitive case and that there were issues around communication which need to be addressed. He said regardless of how Mr Gillespie takes this case forward he would like the Board to take away the fact that so many patients do not have a voice. Mr Hegarty thanked Ms Kealey for sharing her story and felt that she had done a great service for a lot of people who are sitting without a voice and it is important for the Board and Trust to learn from her experience.

The Chair thanked Ms Kealey for joining Trust Board today and for sharing her journey.

4/23/9

CORPORATE RISK REGISTER AND BOARD ASSURANCE FRAMEWORK

Dr Lavery referred members to the Corporate Risk Register and Assurance Framework. He said there were 21 risks on the CRR as approved at Trust Board on 2 March 2023.

Dr Lavery shared with members a proposed amendment to ID1338 for approval. Following consideration this proposed amendment was approved.

Dr Lavery proposed a new risk in relation to the impact on services as a result of industrial action in relation to outstanding Agenda for Change pay, safe staffing and

travel rates. Mrs Hargan referred to previous discussion on the impact of industrial action, and said the impact of strike days can be significant and require a huge amount of planning. She said trades unions were meeting the Secretary of State on 5 April and said the outcome of these discussions will impact on future strike action in April. Following discussion the addition of this risk was approved.

Dr Lavery noted that there were no outstanding issues in respect of the summary report and he confirmed that all risks had been reviewed in the last quarter and with no actions outstanding.

4/23/10

INFECTION PREVENTION AND CONTROL UPDATE

Dr Lavery referred members to the Infection Prevention and Control Report update for members. He said the Infection Prevention and Control team continued to be involved with the management of any suspected or confirmed cases of Covid19 and outbreak management. He said this had been compounded by the current IPC nursing workforce challenges and as a result of the increased demands upon the Team, there were challenges in attending to other routine work whilst recruitment was ongoing.

Dr Lavery advised that the DoH has not yet issued reduction targets for healthcareassociated infections. He said the most recent year for which targets is available was 2019/20 and said the Trust's actual performance in that year was discussed in subsequent relevant sections to provide a point of reference when examining performance in 2022/23.

Referring to performance in 2022/23, Dr Lavery said 81 cases of *C. difficile* had been reported. 49 of these cases were classified as healthcare acquired as they occurred more than 72 hours after admission to hospital. He noted that there were 63 cases in 2019/20. Dr Lavery said this was the biggest challenge of all HCAIs currently.

In relation to MRSA, Dr Lavery said since the beginning of April 2022, 7 cases of MRSA bacteraemia had been reported. He noted that 4 were categorised as healthcare associated. Members were advised that performance in 2022/23 had exceeded the total number of MRSA bacteraemia cases recorded in the whole of 2019/20.

In relation to GNB Performance, members were advised that as of 28 March 2023, 37 healthcare-associated GNB cases had been reported. It was noted that in 2019/20 a total of 59 cases had been recorded. Members were advised this year's performance was currently showing a reduction of 37.29% against that figure.

Dr Lavery advised that Covid19 outbreaks continue to be declared in Trust wards, departments and facilities. He added that between January and mid-March 2023 a total of 18 outbreaks had occurred. The IPC Team are continuing to lead on the management of these incidents as applicable.

4/23/11

GUIDANCE FOR TRUST BOARD MEMBERS VISITING CHILDREN'S HOMES

Mr Cassidy advised members that the guidance for Trust Board members visiting children's homes had been updated in order to reinvigorate the process coming out of Covid. He said the principle of visiting is to connect children in children's homes to Trust Board.

Discussion took place regarding the 2 homes without an allocated Non-Executive Director. Following discussion Mr Hegarty agreed to cover one of the homes and Canon Rev McGaffin said she would cover a second home.

Mr Cassidy said the Principal Social Worker Residential Childcare with responsibility for Residential Child care will liaise with all NEDs to agree a suitable date for a visit.

It was clarified that the visits are not an inspection however Appendix 1 of the Guidance should be completed. It was agreed that this form will be copied to members electronically to ease completion.

Mr Cassidy advised that he will bring back to Trust Board a paper on the general responsibilities of being corporate parents.

Prof McKenna advised that he is scheduled to visit Beachlea Children's Home on 22 May and that he has spoken to the Principal Social Worker in depth about this. He said his preparation for the visit was excellent and that he would like his thanks passed to her. Mr Cassidy said he would do that.

4/23/12

GOVERNANCE COMMITTEE

12.1 Minutes of meeting held on 5 October 2022

Dr McPeake asked members to note the minutes of the Governance Committee meeting held on 5 October and said a verbal update had been provided at the November Board meeting.

Dr McPeake said there should have been a meeting held in December 2022 however this had been stood down due to industrial action.

12.2 Verbal Update from meeting held on 15 March 2023

Dr McPeake referred members to a briefing of the Governance Committee meeting held on 15 March 2023 for members' information.

Dr McPeake referred to a deep dive into risk ID 1254 and said Mrs Hargan took Committee through the risk in detail. Following this discussion it was agreed that the risk required to be reviewed and that this should take place at the next Board workshop for reviewing the Corporate Risk Register. Dr McPeake commended Mrs Hargan for her approach in this discussion.

Dr McPeake also highlighted to members the discussion on the Corporate dash boards and in particular the Clinical/Social Care Negligence Cases in Northern Ireland (2021/22) Report and noted that it highlighted that over a quarter of all monies paid in 2021/22 on negligence claims were paid by the Western Trust.

12.3 Terms of Reference

Dr McPeake referred members to amended Terms of Reference for the Committee. He said minor changes had been made and recommended them for approval. Following consideration the revised Terms of Reference were proposed by Dr McPeake, seconded by Mr Hegarty and approved by the Board.

4/23/13

FINANCIAL PERFORMANCE REPORT FOR MONTH 11

Mrs Nolan referred members to the Trust's Financial Performance report for the 11 months ended at 28 February 2023.

Ms Nolan advised members that while the budget settlement for 2023/24 was still not confirmed, financial planning was continuing. She said the Trust had received confirmation of 2 savings targets which the DoH/SPPG assume will be delivered in full. Mrs Nolan said the savings targets include an agency savings target of £3.2m which is part of the regional focus on reducing agency expenditure in particular off-contract by £20m in 2023/24, and also a general savings target of £8m which the Director of Finance of SPPG outlined in a letter to the Trust in January. Ms Nolan said this was a continuation of the savings/opportunities delivered in 2021/22 and 2022/23 and was expected to reduce forecast pressures for 2023/24. Members were advised that Directorates have been asked to develop savings plans for £2.7m with the remainder being delivered though the Trust's delivering value management board programmes. Ms Nolan cautioned that there is a high expectation there may be other savings targets and limited new funding for service pressures in 2023/24.

Moving to the 2022/23 financial performance, Ms Nolan advised the Trust is on target to manage within the allocated capital resource limit of £36.1m, however, the Trust continues to be challenged by the cost containment and agency and locum expenditure targets. She said while prompt payment was still below the target level there had been a commendable improvement in the month of February where the position had improved to 84.825%.

Ms Nolan referred to February financial performance, and said table 4 confirmed that the Trust's financial performance was in line with projections. She said there were no significant issues arising in February and there had been a slight improvement in the overspend position for Acute, Adult Mental Health and Women and Children's Directorates reflecting the focus on expenditure run rates.

Members noted that subsequent to the publication of the financial performance report and the formal submission of the Trust's financial monitoring returns to DoH, the Trust has been advised that it will receive financial cover of £6.6m against its deficit to effectively bring the Trust to a break-even position. Mrs Nolan said this would be reflected in the Trust's statutory accounts and March financial performance report and was a very positive outcome for the Trust.

In relation to the agency savings target, members were advised that Directorates had achieved £1.4m of savings with Acute Services continuing to be challenged to deliver against its target. Mrs Nolan said however the Directorate was continuing to focus on maximising savings opportunities.

Mrs Nolan referred to the detail of the performance report. She said table 6 which focused on pay expenditure showed Acute and Women and Children's spend had reduced with a slight increase in Adult Mental Health. She advised that tables 7 and 8 illustrated the trends in non-pay expenditure and said the decreases in non-pay expenditure were mainly due to February being an unusual month with 28 days and therefore there was a corresponding decrease in run rates in independent homes and domiciliary care/direct payments. She noted that internal non pay expenditure for drugs and medical and surgical consumables were also impacted by the number of days and by activity levels. Energy costs had also reduced due to usage and market prices.

Referring to table 9 Mrs Nolan said this outlined staffing trends and the reductions in medical and nursing agency in February and said again this was driven by the number of days in February and reduced usage.

Mrs Nolan confirmed the Trust is on target to deliver against its capital budget of £36.1m.

Mr Hegarty commended Mrs Nolan on the Trust's excellent year end position and said achieving break even had not been expected albeit the funding was not recurrent.

Mr Hegarty referred to agency spend and asked for an update in respect of strategic planning across the Region. Mr Guckian advised that the Trust was in the process of implementing a new contract for agencies and while it has been anticipated that this would be implemented in April it had become delayed due to a number of complications. He said that when the contract is implemented it will provide enablers to manage contract spend. Mr Guckian said he wanted to take this opportunity to encourage staff not to leave the employment of the Trust as there are many advantages in working for the Western Trust including superannuation and terms and conditions.

Mrs Hargan confirmed that significant work has been going forward in respect of reducing agency spend. She said a nurse framework was expected to go live on 17 April and in respect of medical and dental, a pricing strategy was being developed for tendering. She said a considerable amount of work had been done in respect of social services. She said the service needs to work on recruitment practices and pay and non-pay incentives to stop staff leaving the direct employment of the Trust. She said service managers are doing significant work in risk assessing facilities that rely on agency staffing so that the most challenged areas are identified. Mrs Hargan said the CMT can reassure the Board that there is a very significant amount of work being undertaken both regionally and locally.

Mr Guckian referred to the Innovation Lab and said it confirmed that there were many factors that drove the usage of agency staff and assured members that the CMT is addressing as many of these as possible.

Mr Guckian concluded the discussion by acknowledging the work being done on achieving break even. He said this was down to Directorates and that it was a team effort across the Trust.

4/23/14

<u>AUDIT AND RISK ASSURANCE COMMITTEE – REVISED TERMS OF</u> REFERENCE

Mr Hegarty referred members to a revised Terms of Reference for the Audit and Risk Assurance Committee.

Following consideration the revised Terms of Reference were proposed by Mr Hegarty, seconded by Canon Rev McGaffin and approved by the Board.

<u>PERFORMANCE MANAGEMENT INFORMATION – EXCEPTION</u>

Mrs Molloy shared with members a performance exception report for Month 11, February 2023. She said it continued to be a difficult and challenging final quarter of the year and that the February position was broadly in line with the January outturn. She reminded members that there had been a further day of industrial action on 21 February which had impacted on performance.

Commencing with hospital services, Mrs Molloy said the Trust continued to deliver excellent access to patients in cancer 14 day and 31 day pathways.

She said performance in outpatients remained below target with a number of difficult workforce gaps affecting delivery performance, however inpatient and day case services were delivering well. She added that the Trust has a trajectory for theatres recovery for SWAH and Omagh and more work to do in Altnagelvin.

Members were advised that unscheduled care had been particularly challenged and was not meeting its targets on weekend discharge or in reducing Length of Stay. Mrs Molloy said all Trusts had developed a 10 Week Overview Plan to manage flow across acute sites over Easter and the series of bank holidays in May.

Members were advised that ambulance handover times remained very good.

Moving to community services, Mrs Molloy advised that the Trust is struggling to get beyond 85% to 90% in a number of services. She noted that industrial action, disruptive weather and workforce availability generally were the prime issues. Mrs Molloy advised that the Performance Transformation Executive Board (DoH) is asking for reports on any area which is persistently below target, so scrutiny is assured on these areas.

Mrs Molloy advised members that discussions have formally commenced on targets for 2023/24 and the Trust has received the first set of proposals from SPPG which the Trust is working through.

4/23/16

PEOPLE COMMITTEE

Mrs Hargan took this item on behalf of Mrs Laird.

16.1 Minutes of meeting held on 27 February 2023

The minutes of the People Committee meeting held on 27 February were noted and a verbal update had been previously given to members.

16.2 Verbal update from meeting held on 14 March 2023

Mrs Hargan referred to a meeting of Committee held on 14 March and highlighted some of the key issues from that meeting. She noted that Transformation Projects will no longer be reported to Committee as they have be subsumed into business as usual. Mrs Hargan advised that workforce and recruitment challenges will become a standing item and workforce-related early alerts reported to each Committee meeting.

Mrs Hargan noted that the key theme for March was "New Ways of Working" and provided an update in respect of Organisational Development Framework and Strategy and Digital Transformation.

Mrs Hargan advised that the People Committee will take a more detailed looked at trends and clusters in respect of case information at future meetings and at its next meeting will look at absence management particularly in response to the Internal Audit report.

Mrs Hargan said the Committee acknowledged some encouraging signs regarding mandatory training and noted modest progress in respect of appraisal levels.

Mrs Hargan said Mrs Laird would like to brief Board on the Recruitment Review Programme Board and that she would bring this to a future Board meeting.

Concluding her update Mrs Hargan said Committee noted an update in relation to a whistleblowing review and said she was pleased to confirm that the external reviewers found no cause for concern with regard to patient safety. Mrs Hargan said there was some discussion in terms of expediting these cases and that this would come to the next Governance Committee meeting.

16.3 Revised Terms of Reference

Mrs Hargan referred members to a revised Terms of Reference for consideration.

Following consideration the Terms of Reference were proposed by Mrs Hargan, seconded by Canon Rev McGaffin and approved by the Board.

16.4 Work Plan for 2023

Mrs Hargan referred members to the Committee's Work Plan for 2023.

IMPROVEMENT THROUGH INVOLVEMENT COMMITTEE

17.1 Verbal Update from meeting held on 22 March 2023

Prof McKenna provided members with a verbal update on the last meeting of the Improvement through Involvement Committee held on 22 March.

Prof McKenna referred to the Hummingbird Evaluation of Adult Learning Disability Involvement Model, its difficulties, challenges, significant learning and intrinsic value of process in its own right. He said the Western Trust is leading the way and needs to take the learning it has gained to explore further the development and delivery of Involvement in ALD Services on a regional basis

Prof McKenna noted that the Patient and Client Council has more regular interaction with the ITI Committee which is very welcomed.

Prof McKenna referred to Being Open Policy and said further work needs to be taken forward in relation to near misses and this will be actioned with the Assistant Director of Quality and Safety.

Prof McKenna briefed members on the Committee's Work Plan Highlights, a paper from Quality and Safety, and an update on the PCOP Integrated Care Project. Prof McKenna suggested the Project should come to Trust Board in due course for information.

Mrs Molloy referred to the dashboard shared at Committee and said this work was growing and was encouraging. She said the Committee is also considering a range of presentations that may come to Committee during the year.

4/23/18

ANY OTHER BUSINESS

There were no further items of business.

The Chair concluded the meeting by repeating what a privilege it had been to be Chair of the Trust. He said he had worked with a tremendous group of colleagues both Non-Executive Directors and the Corporate Management Team. He thanked Mr Guckian and his staff for their support and he wished the Trust the best in the months and years ahead.

DATE OF NEXT MEETING

The next meeting of the Western Health and Social Care Trust Board will take place on Thursday, 8 June at 11 am in the Lecture Theatre, Trust Headquarters, Altnagelvin Hospital, Londonderry.

Dr T Frawley, CBE Chair 8 June 2023