

**Minutes of a meeting of the Western Health & Social Care Trust Board held on Thursday, 7 September 2023 at 10 am in the Boardroom, South West Acute Hospital**

**PRESENT**

Dr T Frawley, Chair  
Mr N Guckian, Chief Executive

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

Dr B Lavery, Medical Director  
Mr T Cassidy, Executive Director of Social Work/Director of Women and Children's Services  
Mrs D Keenan, Interim Executive Director of Nursing/Director of Primary Care and Older People's Services  
Mrs K Hargan, Director of Human Resources & Organisation Development  
Mrs T Molloy, Director of Performance and Service Improvement  
Mrs G McKay, Director of Diagnostics, Cancer, Medical Specialities  
Ms K O'Brien, Director of Adult Mental Health and Disability  
Ms E McCauley, Director of Finance, Contracting and Capital Development  
Mr M Gillespie, Interim Director of Planned Care Services

**IN ATTENDANCE**

Mr O Kelly, Head of Communications  
Mrs C White, District Nursing Sister (Agenda item 7/23/8)  
Mrs O Nicholl, HR Advisor (Minutes)

8/23/1

**CONFIDENTIAL ITEMS**

8/23/2

**APOLOGIES**

No apologies were received. The Chair noted that Ms O'Brien had to leave the meeting at 12.00 noon to attend a regional meeting in Belfast.

8/23/3

### **DECLARATION OF INTERESTS**

There were no declarations of interest expressed.

8/23/4

### **CHAIR'S WELCOME AND INTRODUCTION**

The Chair welcomed everyone to the public Trust Board meeting.

The Chair referred to a report of business he had been engaging with and highlighted the following:-

- **Update from meetings with Trust Chairs and the Permanent Secretary**

The Chair updated members on meetings between the Permanent Secretary and Trust Chairs. He advised that the Permanent Secretary had provided a financial overview and political perspectives indicating that talks between parties and the Secretary of State (SOS) are ongoing. He said the Permanent Secretary had updated Chairs on the preparatory work being undertaken in relation to the Transformation of the Health and Social Care System which is continuing.

The Chair stated the central focus of the meetings was finance and the Permanent Secretary emphasised that DOH will be reviewing budgets from each Trust to ensure spend continues to be within the advised limits and that any additional money that might become available would be used to fund pay awards rather than reverse spending decisions.

In relation to staff pay the Chair said the Permanent Secretary had advised that the SOS had met twice with trades unions. He added the Permanent Secretary's view is that there will be calls for further Industrial Action in the Autumn and the financial challenges of finding a solution for the issue of pay was compromised by the absence of an Executive.

The Chair said they were also advised that DOH had recently convened a cross disciplinary HSC group to consider longer term efficiencies across the whole system in order to take control of our own resources and make best use of those already deployed with the objective of moving towards financial sustainability. He said the current focus of efficiencies reviews are on staffing, locum and agency spending as well as procurement opportunities to reduce expenditure.

The Chair said that other issues discussed at the meeting included

- ***Service Realignment and Transformation*** – the Permanent Secretary emphasised the importance of mutual aid between Trusts and a critical condition for transformation would be to stabilise services, achieve sustainable staffing and secure funding streams all of which would require collaboration across the system.

- **GP Contracts** – the Permanent Secretary acknowledged that GP practices across NI are under intense pressure and a number of contracts have been handed back to DOH. The Permanent Secretary said that Boards have asked for more notice when Practices indicate their intention to hand back their contract and that he acknowledged that unfortunately notice could be last minute. The Permanent Secretary said that DOH recognises the pressure these situations are creating for Boards and the demand versus capacity gap that resulted was acknowledged as a critical issue.
- **Muckamore Closure Decision** – the Permanent Secretary acknowledged the implications the decision would have on all Trusts. This issue has been highlighted in all RQIA reviews and particular problems have been highlighted for ED and Learning Disability.
- **Encompass** - the Chair of the South Eastern Trust had updated the meeting on the implementation of the Encompass system in his Trust which is on schedule to be launched in November 2023.
- **Senior Executive Pay** – awaiting the Permanent Secretary’s decision in relation to way forward on the Report he had commissioned on Senior Executive Pay.
- **Non-Executive Directors** – urgency of filling the vacant Non-Executive Directors posts (there are currently 2 vacancies in the Western Trust).
- The Chair advised that he, Mr Guckian and Ms McCauley had attend the Trust’s accountability meeting with DOH on 22 August 2023. He said that he wished to place on record his appreciation to all Trust staff who were involved in preparing the Trust’s response which was a forensic examination of the Trust’s performance across all programmes during 2022/23 and the current year to date. He explained that the process of accountability involves two separate process (i) a ground clearing meeting between the Trust’s Directors and Senior Department Officials and (ii) a focussed meeting with the Permanent Secretary on what DOH considers are a number of critical areas which the Department wished to focus on. He added that Mr Guckian would cover the detail of the items discussed in his Chief Executive’s Report.
- The Chair advised that during the summer he had continued to visit facilities across the Trust’s geography. He commented that the people in the West are fortunate to have such a committed and energised workforce and noted the intense pressure that services are under day in day out which is compounded by difficulties in recruiting key staff. He said Trust Board continues to press for a fair and equitable distribution of clinical posts both training and qualified for the West.

The Chair shared with members some of his highlights from visits to the:-

- Bereavement Suite at SWAH which had been a product of innovation, patient experience and involvement and this had been recognised with the award of the David Corrigan Legacy Award. He said that mothers who had experienced loss were involved in the design and “normalisation” of a clinical space and this now provides a peaceful and comfortable space for families who have experienced the loss of a baby during pregnancy, birth or after birth.
- Rectory Field where the building has been repurposed to address the challenge of assessing and preparing patients for care in the community.
- The Chair said he wished to acknowledge the outstanding and innovative work being undertaken by Mary Hayes and Carole McKeeman to enhance public awareness of the new Opt Out system for Organ Donations introduced in NI by the legislation known as Daithi’s Law. He added that he is also hugely impressed by work being done by our staff working in intensive care and indeed in the wider donor teams on building awareness among families.
- The Chair said that he was impressed by the leadership and commitment of staff to their patients and the services they are providing at the Palliative Care Unit in Omagh. He noted that during his visit he was made aware of the fragility of staffing in this service.
- The Chair said he had been delighted to welcome the NIAS Trust Board to Western Trust Headquarters in late August. He advised that NIAS Trust Board had wanted to visit the Ambulance Control Centre and Ambulance Station on the Altnagelvin site. He added that he also had a one to one meeting with the NIAS Chair which provided an opportunity to discuss matters of mutual interest.
- The Chair advised that he and Mr Guckian had been invited to attend the official opening of the new Dementia Garden at Greenfield Residential Home in Strabane on 31 August 2023. He said this is another example of repurposing a facility which creates capacity in the community to support clients and offer respite to families who are supporting loved ones at home. He said that he had met a sprightly gentleman who was aged 102 who was enjoying the garden. He also referred to a young student from the Architecture Faculty at Queens University who was completing a work placement in the Trust who had said this had been a very informative learning experience being involved in a real project which would make a difference to patients and clients. The Chair added his praise to the Trust’s works and maintenance staff who undertook the project and also to the Home, Social Work and Social Care staff who manage the service.
- The Chair advised that on Monday, 4 September 2023 he had joined with Trust Chaplains in a ceremony to deconsecrate the area of the main hall at Gransha which had been used by all denominations as a place of worship. He said that with the focus of Mental Health Services in the community and the reduced numbers of patients cared for in the hospital and the reduction in their length of stay this has eliminated the need for a place of worship.

The Chair said he wished to take the opportunity to offer thanks and appreciation to Chaplains across the Trust for their unstinting efforts to meet the spiritual needs of patients from all denominations and none.

- The Chair advised that he had met with the Alliance for Choice where they had discussed their concerns about the protection of patients who wished to access Abortion Services going forward.
- The Chair concluded his report by congratulating Professor Hugh McKenna on being recently named by the Nursing Times as one of the top 75 nurses in the 75 year history of the NHS. He said that Prof McKenna had also been named in the US's top 100 nurses since the foundation (a century ago) of US Nursing organisation Sigma Theta Tac. He added that the Western Trust's Board is fortunate to have Professor McKenna as part of its team.

8/23/5

### **MINUTES OF PREVIOUS MEETING – 6 JULY 2023**

The minutes of previous meeting held on 6 July 2023 were approved by members as a true and accurate record of discussions subject to an amendment on Page 20 Item 7/23/13 Governance Committee. The minutes are to be amended to reflect that Rev Canon McGaffin provided the verbal update from the Governance Committee meeting on 7 June 2023 at Trust Board, however, the Governance Committee meeting had been chaired by Dr McPeake on 7 June 2023.

8/23/6

### **MATTERS ARISING**

There were no matters arising.

8/23/7

### **CHIEF EXECUTIVE'S REPORT**

Mr Guckian referred members to a report he had tabled and asked members to note the following matters:-

#### **General Pressures**

Mr Guckian advised that the Northern Ireland Acute Hospital network has been under pressure since the Bank Holiday weekend. He added that as of yesterday, there were 29 patients waiting for a bed in Altnagelvin and 18 in SWAH.

Mr Guckian reported that in recent weeks the Emergency Department in Altnagelvin has been struggling with staffing due to a combination of absence, vacancies, Covid and lower agency fill rates. He added the Trust has a staff sustainability plan for the

two Emergency Departments which will ensure they have safe and adequate staffing and they are working their way through the implementation of this plan.

### **Accountability Meeting**

Mr Guckian advised that on 29 August 2023, that he, the Trust's Chair and Director of Finance had met with the Permanent Secretary, Mr May, and senior officials from DoH for the year-end Accountability meeting with the Trust.

Mr Guckian provided an overview of the areas discussed which included the Trust's Performance, Workforce and related clinical service implications as well as Neurology services and Finance. He said that the Trust also took the opportunity to highlight the need for the proactive oversight of the distribution of the medical workforce that should include all grades from training posts to consultant posts.

Mr Guckian said the Trust also highlighted the significant improvements in Performance across many areas in the Trust including theatre utilisation and asked the DoH to consider the expansion of Mental Health Services, including services in the community.

### **Appointment of Interim Director of Community and Older People Services**

Mr Guckian advised the Board of the appointment of Dr Maura O'Neill as Interim Director of Community and Older People Services. He said the appointment is linked to the separation of the Primary Care & Older People Services from the Executive Director of Nursing role.

### **Opening of Dementia Garden, Greenfield RHE, Strabane**

Mr Guckian said the Chair had already provided an update on this but he wished to add that this is such a beautiful space which will provide an excellent environment for residents and families. He added his thanks to Conor and Donal who designed the space and NICOR contractors who completed much of the work. He also referred to meeting Patrick aged 102 who was clearly enjoying the facilities provided by the garden.

### **Opening of Crossroads Restaurant, Altnagelvin Hospital**

Mr Guckian advised that on 22 August 2023 he had officially opened the new restaurant in Altnagelvin Hospital. He added that this is an excellent facility and an important space for staff and visitors. He paid particular thanks to Capital Development and Facilities Management teams for the very high standard of design and finish.

### **SWAH Strategic Development Group**

Mr Guckian said on 24 August 2023 the first full meeting of the SWAH Strategic Development Group which is co-chaired by himself and Rev Canon McGaffin had taken place. He informed the meeting it had been a very useful and positive

engagement and had provided an opportunity for the Trust to highlight how it is responding to feedback from the Consultation on the temporary suspension of Emergency General Surgery in SWAH and related underlying issues in relation to medical staffing.

Rev Canon McGaffin said this forum in bringing together all the key parties had created a resource of indepth knowledge, expertise and experience. She acknowledged there will also be challenge, however, she is hopeful that through these meetings relationships will be developed that will see SWAH flourish.

### **Award for SWAH Elective Overnight Stay Centre**

Mr Guckian stated that in August 2023 DoH presented an award to the SWAH Elective Overnight Stay Centre in recognition of the productivity achieved and the award recognised the rebuild work underway in SWAH Theatres to renew capacity to pre-Covid levels. He added his congratulations to all the team for securing the award and for their continued commitment to the population of the Western Area.

### **Mayor's Reception**

Mr Guckian advised that he had attended a recent event hosted by the Mayor for the new intake of medical students which had included a tour of the Guildhall and the Walled City. He added his appreciation to the Mayor for dedicating a night to support local students which he reflected was such a positive and welcoming event for all.

### **Brookeborough and Tempo GP Practice**

Mr Guckian advised that the Trust was asked, by SPPG, to manage the contract for Brookeborough and Tempo from 1 September 2023. He added that this is the third practice the Trust has been asked to take responsibility for and the Department has asked the Trust to retain the contracts for the 3 practices until 31 March 2024.

### **Industrial Action**

Mr Guckian stated the Trust is preparing for Strike Action on 21 and 22 September 2023. He said at this stage they have only received formal notification from the Unite union but other trade unions have informally indicated that they will also be taking strike and/or action short of strike on these dates.

8/23/8

### **IMPROVEMENT STORY – PRIMARY CARE AND OLDER PEOPLE'S SERVICES**

Mrs Keenan welcomed Mrs Catherine White, District Nursing Sister to Trust Board to share with members a quality improvement pilot study in Community Nursing in relation to Anticipatory Prescribing "Just in Case" Boxes.

Mrs White explained that the “Just in Case” box is for patients who have a palliative diagnosis and are approaching the final stages of their journey. It means that medication is prescribed in advance and held in a box in the home which makes them easily accessible to an attending clinician to use when required to manage challenging symptoms and pain in a more timely way.

Mrs White said that community and district nursing, pharmacy and GP Colleagues were involved in the development of this service. She shared with members the documentation which accompanies the “Just in Case” box and took members through the process of how it works in practice. She outlined the benefits for patients, families, doctors, pharmacists and out of hours service.

Mrs White said that they are working towards providing ‘Just in Case’ medication boxes, when needed, to all patients receiving community based palliative care with the roll out commencing in October 2023.

Mr Guckian said he was fortunate to spend a day with Mrs White and see the dedicated work both she and her district nursing colleagues do on a daily basis. He said the work that goes into this initiative is significant before they go into a patient’s home with a full audit being undertaken.

Ms McCauley said it was lovely to see Mrs White again and shared with members her personal experience of accessing this service recently in relation to the End of Life Care provided to her father. She said it is a seamless service and critical for families in these circumstances to be able to access.

The Chair commended the improvement initiative and the multi-disciplinary team approach to develop a patient centred service and welcomed its continued roll-out across the Trust.

The Chair thanked Mrs White for attending to share this improvement story.

*Mrs White left the meeting.*

8/23/9

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

Dr Lavery referred members to the Trust’s Corporate Risk Register and Assurance Framework. He noted there were no material changes to the Corporate Risk Register since the previous update in July 2023.

Dr Lavery highlighted that risk ID1183 “Where Mental Capacity processes are not being followed, patients may be deprived of their liberty, without having safeguards in place”. He noted that a multi-disciplinary meeting requires to be set up and the relevant action plan updated.



The Chair said he is aware of further recent progress on resolving some of the cross Directorate challenges with the implementation of the Mental Capacity Act and that the Corporate Risk should be updated to reflect this.

8/23/10

### **QUALITY IMPROVEMENT MONITORING REPORT – PRESSURE ULCERS**

Mrs Keenan referred members to a progress report on Pressure Ulcers for the period 1 April 2022 to 31 March 2023. She highlighted the following areas:-

- Tissue Viability (TV) SharePoint site has been streamlined with a focus on accessibility for staff.
- Active promotion of an E-learning programme which is now considered essential training for all nursing staff.
- TV Link Nurse meetings which are generally well attended by staff from acute wards within the hospitals and they are seeing increased attendance from Emergency Department nursing staff as well as community and private nursing home staff at these meetings.
- Early piloting of specialised seating and equipment.
- Post Incident Reviews are continuing and if an avoidable pressure ulcer has been determined the TV nurse will conduct a spot audit on the adherence to the SSKIN Bundle.
- Datix reports are screened Monday to Friday by the Tissue Viability Team.
- Hospital acquired Pressure Ulcers data shows an overall increase of 23.1% on the previous year.
- Following data cleansing and quality assurance the number of Pressure Ulcers reported to PHA during 2022/23 was 341, with 108 at Stage 3 and 4 and 37 of these were determined as avoidable pressure ulcers i.e. patients who are not being turned on time. She noted that for example in ED where patients may remain for some time until a bed becomes available that the TV Team is working with ED to identify long stay patients to ensure they have access to appropriate equipment i.e. mattresses.

Mrs McKay said focus should also be on pre-hospital care i.e. patients waiting at home on ambulances and their time in the ambulance.

Dr McPeake stated that whilst the figures of Pressure Ulcers reported to PHA had increased he noted that they were similar to those prior to COVID. He asked how you distinguish between Stage 3 and 4 Pressure Ulcers and those that are avoidable. Mrs Keenan said that TV Team review the SSKIN bundle, nursing

documentation, etc. and if it is not recorded they regard this as not done. She said she recognised that the relevant actions may have been completed i.e. the turning of a patient, however, if the staff have not documented the care it cannot be included as having been completed.

Prof McKenna said he agreed with Mrs McKay that pre-hospital care is also a factor and he accepted that staff shortages and patient acuity are also issues which can have an impact on the patient's care. Mrs Keenan said that these would be noted as contributing factors.

8/23/11

### **ENVIRONMENTAL CLEANLINESS REPORTS – APRIL – JUNE 2023**

Mrs Keenan referred to the report on Environmental Cleanliness which has been provided in two formats. She said that members can decide if they prefer one format or would like the report to be provided in both formats.

Mrs Keenan highlighted that 99% of areas are compliant. She added that dependent on the type of ward there are also bi monthly, quarterly, 6 monthly audits and managerial audits. She said that managerial audits are unannounced audits carried out once a year and currently this has a reporting compliance figure of 18%, however, this report is at the first quarter and that by the final quarter report this will have significantly improved. She added that members will see from the report there are a range of issues coming forward for areas i.e. non-compliance regarding dust, hand hygiene, etc.

Mrs Keenan advised that the Board can be assured these are discussed at Safe and Effective Care meetings with Assistant Directors and that Mr Gillespie and Mrs McKay also do walkabouts in wards with a focus on decluttering and environmental cleanliness.

Dr McPeake welcomed the use of infographics to display the data and trend analysis.

The Chair noted a RAG rating of red for Ward 6, SWAH. Mrs Keenan explained that this related to cleaning and reports of high and low level dust and issues with toilet and hard floor cleaning which required to be addressed.

The Chair thanked Mrs Keenan for her report and said that environmental cleanliness is one of the key defences in preventing infection and when on his visits to facilities he is struck by the quality of cleanliness which the Trust he believed should be proud of.

Mrs Laird said that she preferred the report presented as an infographic.

Rev Canon McGaffin referred to previous environmental cleanliness reports and commented on the "one red" in this report which was a significant improvement from other reports.

8/23/12

**MEDICAL AND DENTAL EDUCATION AND TRAINING ACADEMIC REPORT –  
PERIOD ENDING JULY 2023**

Dr Lavery referred members to the comprehensive report provided with the papers for the meeting and highlighted the following:-

- This is the third year of University of Ulster Graduate Entry Medical School Programme
- GMC Visit to Ulster University & MedEdWest on 31 March 2023
- Excellent student feedback
- Recruitment of new education staff
- Foundation Forum Teaching Programme received a demonstration session with digital technology, the session was led by Dr Sandy Nelson who showcased our new technologies.

Dr Lavery said residential accommodation for the expanding student numbers is a challenge and they continue to consider the possible expansion and upgrade of existing accommodation and the associated funding that would be required.

The Chair commented that with the GEMS programme this is a building block and graduates may decide to live in this area and therefore it is critical to have facilities available for them. He commended MedEdWest who provide high quality learning and education opportunities for students and graduates.

Prof McKenna said that this was an excellent report and that the Trust's MedEdWest is uniquely placed for organisations such as Queens University, the University of Ulster and Royal Colleges. He commended Dr McNeill and the team of top class professionals who deliver these learning and education programmes.

Mrs Laird said that MedEdWest was truly inspirational in the innovation, learning and education it delivers. She added that this provides hope and confidence for the future and is a positive influence for both those delivering and receiving services. She queried why there had been a delay in moving to the use of MS Teams for teaching. Dr Lavery said that members will recall that Queen's University had a cyber issue and therefore the move to using MS Teams had been delayed until these issues had been resolved.

Rev Canon McGaffin commented that this was a wonderful report which had clearly been written by an innovative team. She added that this supportive and quality learning environment provided by MedEdWest will also encourage recruitment and retention to Trust posts.

The Chair said that he would write to MedEdWest to congratulate them on their achievements.

8/23/13

## **FINANCIAL PERFORMANCE REPORT FOR MONTH 4**

Ms McCauley advised she was reporting on the financial performance of the Trust for the four month period ending 31 July 2023 with a projected financial year end position for the Trust of a deficit of £25.9m. She noted this was a reduction to the figure reported in early July 2023, which was the report for the period ended 31 May 2023 and this takes account of additional income confirmed by SPPG, revisions to expenditure forecasts and a reduction in the Trust savings gap.

Ms McCauley said the Chair and Chief Executive have made reference to the Accountability Review meeting with the Permanent Secretary of the DOH at which she was also in attendance. She advised that during the course of the meeting she had discussed the financial risks to this financial deficit and the new and unfunded financial pressures which have emerged during the course of this year to date.

Ms McCauley stated she had provided assurances to the Permanent Secretary around the range of actions which are being taken within the Trust to strengthen financial control, accountability, cost containment and efficiency. She noted that members of the Finance & Performance Committee had been briefed in more detail in relation to the range of assurances that were provided.

Ms McCauley said she also advised the Permanent Secretary that we are in the process of completing our mid-year review assessment of the financial plan during which all income and expenditure forecasts and underlying assumptions will be robustly tested and reviewed.

Mrs McCauley went on to advise that while the Trust is experiencing a reduction in expenditure associated with the implementation of the new nursing framework in Northern Ireland for the supply of nursing agency and with all Trusts having effectively eliminated the use of off-contract agency nurses at excessive rates, the Trust is now experiencing a growing cost in the requirement for medical locum agency staff to support safe staffing of our services.

Moving to the content of the report, Ms McCauley noted the following highlights:-

- In relation to statutory financial performance targets the current forecast deficit challenges us against our target to manage within our revenue resource limit.
- The Trust is on-target to manage capital spend within its limit.
- The Trust continues to deliver above 95% target in relation to prompt payment of suppliers within 30 days.
- Table 1 of report details a deficit of £13.1m for the period to 31 July 2023. This figure may seem high against a forecast of £25.9m, however, there is a timing profile for the achievement of planned savings later in the year as well as a reduction in expenditure particularly in relation to the standing down of services related to COVID in line with DOH and PHA direction and guidance.

- Table 2 details the summary financial performance by Directorate which is showing a plateau effect with a budget variance percentage of 4.9% at Directorate sub-total level which was also reported at month 2. There is a level of grip of control being exercised across the Trust, however, some Directorates are struggling to manage their budget pressures and in these Directorates issues include medical locum agency pressures, nursing pressures, drugs and labs pressures, the impact of unfunded non-pay inflation levels, high cost cases and Independent Sector residential and nursing homes costs are all significant issues.
- COVID expenditure is running in excess of the funding provided reflecting the limited budget allocated and the time required in year for the Trust to stand down related services.
- Table 3 related to flexible payroll costs and noted that the Trust has spent £28m year to date including £20m on agency and over £6m on nurse bank costs (£10m of the agency cost is on medical agency, £7m is nursing agency and £3m is other agency). This demonstrates a marginal total reduction across these categories of 0.1% indicating containment and a move in the right direction. However there is concern that this is a fragile position when considering Table 4 as we note for Medical agency that total costs have increased by 24% when compared to the same period last year and this increase represent a growth in average monthly hours of 12% and a growth in price of 12%.
- Table 5 provides information on nursing agency which shows a favourable reduction to both hours and total expenditure, largely associated with the extensive range of actions being taken within the Trust and as part of a regional programme of work which is intended to stabilise this workforce and reduce expenditure.

Mrs McCauley advised in relation to the savings targets that detailed monitoring and reporting of these is via the Trust's Delivering Value Management Board and at Month 4 she is reporting savings of £4.1m.

In summary therefore, Ms McCauley said the Trust is reporting a financial deficit of £13.1m for the period to 31 July 2023. She advised there is evidence of where control is being exercised and of the plateau effect of Directorate level deficit having remained consistent since the first report at 31 May 2023. She stated this is a fragile position given the new pressures identified for 2023/24 in relation to medical locum staffing, supply and price of independent homes placements to support hospital discharge, high cost cases and unfunded inflation. She added she would keep members briefed following the mid-year review assessment.

The Chair referred to the increasing costs associated with inflation and in particular in relation to PFI contracts. Ms McCauley said that they have been raising the impact of inflation increases to PFI contracts with DOH and SPPG.

Mrs Laird asked if the Trust has received any assurances on the matter. Ms McCauley said that while they have acknowledged and recognised the issue, they do not at this time have the funding to address this issue.

The Chair commented that all Trust Chairs have a strong view on this issue and he is content that Mr Guckian and Ms McCauley are alive to this matter.

Dr McPeake said he was not surprised at PFI pressures and asked what the financial performance quantum is. Ms McCauley explained that unfunded inflation in relation to non pay is 3% and the quantum is £2.5m. She added in relation energy costs this has been the biggest driver in relation to PFI increases and taking this into account alongside pharmacy and consumable increases this has seen a variance of 4% to 11.3%.

Prof McKenna said this was an excellent report and added his congratulations on savings being secured through current contracts. He referred to Table 3 which details agency expenditure of £20m and noted that the Trust has specific issues regarding recruitment in relation to its geography and asked how the Trust compared to other HSC Trusts. Mr Guckian said that they would bring a fuller report to a future meeting which will include references to positions in other HSC Trusts.

8/23/14

#### **AMENDMENT TO TRUST BANK MANDATE**

Ms McCauley said that she is requesting Board approval to change Bank Mandates as a new member of staff was recently appointed and requires authorisation as a cheque signatory for the Trust and a member of staff who has recently left the Trust requires to be removed as a Trust cheque signatory.

Trust Board members unanimously approved this request. Ms McCauley said she would now write to the Bank to notify them of these amendments.

8/23/15

#### **TRUST MANAGEMENT STATEMENT AND FINANCIAL MEMORANDUM**

Ms McCauley explained that the Management Statement and Financial Memorandum defines the relationship between the Minister, the Department of Health and the Arms Length body concerned. She said that on an annual basis this must be tabled at a full meeting of the Board for approval.

Ms McCauley highlighted to the Board that DOH has a draft "Partnership Agreement" under development which will be an updated format to the Management Statement and Financial Memorandum, however, until this is finalised the current process stands.

Trust Board members unanimously approved the Management Statement and Financial Memorandum.

8/23/16

## **ENDOWMENT AND GIFTS COMMITTEE**

### **16.1 Minutes of meeting held on 12 June 2023**

Rev Canon McGaffin referred members to the formal minutes of the Endowment & Gifts Committee held on 12 June 2023. She said a full briefing had been previously provided to the July Trust Board meeting.

### **16.2 Verbal Update from meeting held on 5 September 2023**

Rev Canon McGaffin said the Endowment and Gifts Committee had welcomed Dr Frawley to his first meeting of the Committee on 5 September 2023 and thanked Dr Frawley for agreeing to be a member of the Committee.

Rev Canon McGaffin advised that the meeting had a full and comprehensive agenda including updates on existing proposals as well as new proposals for the Committee to consider. She stated that the Committee also took time to reflect on the application process, monitoring and evaluation arrangements and have identified number of learning points which will be incorporated into the Committee's governance arrangements going forward.

The Chair referred to the scrutiny exercised by the Committee demonstrating the importance of the careful stewardship of charitable funds allocated to the Trust. He said that he wished to commend those who presented to the Committee on the day and in particular referred to the efforts to stand up volunteering and work experience services after Covid across the hospital sites. He said they all recognised the contribution and difference volunteers can make to patient experience and services.

The Chair said he has referred to this earlier in the meeting regarding the importance of the Chaplaincy Service and this was also a feature at the meeting. He said an ongoing proposal is the extension of chaplaincy service support for patients, relatives and staff. He referred to the challenging work that staff do on a daily basis and the role that Chaplains provide in terms of pastoral and spiritual care. He said that we need to ensure we are matching chaplaincy resources to the levels of need being reflected in the referrals being reviewed by the Service and we needed to understand that these shift and change and therefore we need to proactively monitor these movements.

8/23/17

## **FINANCE & PERFORMANCE COMMITTEE**

### **17.1 Minutes from the meeting held on 6 June 2023**

Mr Hegarty referred to the formal minutes of the Finance & Performance Committee held on 6 June 2023. He said a full briefing had been previously provided to the Trust Board at its meeting on 8 June 2023.

Mr Hegarty said that at the meeting on 6 June 2023 they had received an excellent presentation from Mrs Hargan and her team on workforce issues and actions taken against the context of performance and delivery. He commended members to read the minutes particularly in relation to this presentation.

### **17.2 Verbal Update from Meeting held on 5 September 2023**

Mr Hegarty said that the Chair, Dr Frawley had attended Finance and Performance Committee on 5 September 2023.

Mr Hegarty said that the focus of the Committee was on the Performance Management Report for Q1 (April to June 2023) and the Financial Performance Report for Month 4 (July 2023). He added that an update was also provided to the Committee on the Trust's Delivering Value Programme.

The Chair commended Finance and Performance Directorates for the way they interact on these matters and detail both inputs and outputs which provides the Board with assurance and also identifies areas which require attention. He said that it was an informative meeting.

7/23/18

### **PERFORMANCE MANAGEMENT INFORMATION**

Mrs Molloy referred members to the report and noted that there had been some revisions in the format with performance focused on service delivery compared to core levels of activity in the baseline year. She said that SPPG continue to use RAG rating for all Trusts against all service areas and noted that the blue category to show over performance (greater than 5%) has been removed.

Mrs Molloy highlighted other changes with the inclusion of new service areas or areas which require an additional aspect i.e. domiciliary care scrutinising unmet need hours, unallocated cases has had related targets set and aspects of delegated statutory functions will feature in the monitoring reports later in the year. She added that theatre minutes and operating times will also be included in the monitoring going forward and in relation to weekend discharges, simple and complex discharges will be monitored separately going forward.

Moving on to Executive Summary, Mrs Molloy reported that the Trust was the best performing Trust with the lowest number of areas in the Service Delivery Plan (SDP) categorised as "Red". She went on to outline service areas which met, exceeded, almost met and areas where most challenges were in meeting Baseline/SBA targets in relation to Quarter 1 actual % performance.

Mrs Molloy referred to the Performance and Transformation Board report the previous week which outlined a new approach to nuancing aspects of our services which are classified as red where work ongoing is on the right trajectory i.e. even if the activity is in red it can still be classified as acceptable performance provided this condition is met.



Mrs Molloy referred members to Page 6 of the report in relation to the 62 day target for Cancer Services which is still challenging for the Trust and across the region, the target is 95% access target with no Trust having achieved this. She added that the Trust's access target is at 39% and the regional average is 36%.

Mrs Molloy referred members to Page 7 in relation to red flag referrals. She said that the Trust continues to have regular performance meetings with SPPG on cancer performance particularly in relation to the four tumour sites and cancer optimisation plans. She added that she and Mrs McKay and teams have another meeting scheduled for Monday, 11 September 2023.

Mrs Molloy concluded her report by advising that Elective and Unscheduled Care services are operating well and that the Community Dental Service is on the right trajectory. She noted that a new target of 105% had been set for Outpatients Service Delivery which is why this is still appearing with a RAG rating of red.

Members noted the Performance Management Information.

8/23/19

### **ECNI ANNUAL REPORT 2022/23**

Mrs Molloy presented the Draft Western Trust Equality Progress Report to the Equality Commission for NI for the period 1 April 2022 – 31 March 2023. She advised that public authorities are required by the Equality Commission to submit an annual progress report.

Dr McPeake thanked Mrs Molloy for the report and noted the progress on identified actions. He suggested that it would be helpful when this is presented in the future that the accompanying briefing note provides details on any highlights and areas of concern the Committee needs sighted on. Mrs Molloy welcomed this suggestion.

Mrs Laird said she wished to commend the quality of the report and asked that her thanks be passed on to Mr Seamus Ward and the team that had collated the report.

Trust Board approved the progress report for submission to the Equality Commission.

8/23/20

### **TRUST BOARD MEETINGS AND WORKSHOP DATES 2024**

Trust Board approved dates of Trust Board Meetings and Workshop Dates as detailed in the schedule provided.

8/23/21

**ANY OTHER BUSINESS**

No other business was discussed.

7/23/22

**DATE OF NEXT MEETING**

The next meeting of the Western Health and Social Care Trust Board will take place on Thursday 2 November 2023 at 11 am in Boardroom, Omagh Hospital and Primary Care Complex. ***It was noted that the October 2023 meeting was a Trust Board Workshop.***

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**Dr T Frawley CBE  
Chair  
2 November 2023**