

**Minutes of a meeting of the Western Health & Social Care Trust Board held on Thursday, 11 June 2020 at 11 am via video conferencing**

**PRESENT**

Mr S Pollock, Chair  
Dr A Kilgallen, Chief Executive

Mr J Campbell, Non-Executive Director  
Mr S Hegarty, Non-Executive Director  
Mrs R Laird, Non-Executive Director  
Rev J McGaffin, Non-Executive Director  
Prof H McKenna, Non-Executive Director  
Dr J McPeake, Non-Executive Director  
Dr C O'Mullan, Non-Executive Director

Dr C McDonnell, Medical Director  
Dr B Brown, Executive Director of Nursing/Director of Primary Care and Older People's Services  
Ms D Mahon, Executive Director of Social Work/Director of Women and Children's Services  
Mrs G McKay, Director of Acute Services  
Ms K O'Brien, Director of Adult Mental Health and Disability Services  
Mrs T Molloy, Director of Performance and Service Improvement  
Mr N Guckian, Director of Finance, Contracting & ICT  
Mr A Moore, Director of Strategic Capital Development  
Mrs A McConnell, Director of Human Resources

**IN ATTENDANCE** Mr O Kelly, Head of Communications  
Mrs M McGinley, Office of the Chair/Chief Executive

The Chair welcomed everyone to the June Board meeting. He said the current video conferencing arrangements were likely to continue for the foreseeable future.

6/20/1

**CONFIDENTIAL ITEMS**

6/20/2

**CHAIR'S WELCOME & INTRODUCTION**

The Chair welcomed everyone to the June Board meeting. He particularly welcomed the members of the press in attendance.

- The Chair advised that the Minister has temporarily changed the current governance and accountability arrangements in the Health and Social Care Framework document 2011.

He also advised that the Minister has published his document “Strategic Framework for Rebuilding Health and Social Care Services” which sets out for the HSC the overarching mission to incrementally increase HSC Service capacity within the prevailing Covid19 conditions. The Chair asked members to read the Strategic Framework document.

- The Chair advised that this week has marked Carers Week and the theme this year has been ‘Making Caring Visible.’ It was noted that 54% of the general public in Northern Ireland said they are more aware of unpaid carers now than before Covid-19 and 74% said they thought unpaid carers were not well valued.

The Chair said that normally the Trust facilitates 3 major events across the Western Trust area but this had not been possible this year. Due to the ongoing restrictions around Covid19 the Western Trust Carers Support Team were supporting carers in an alternative way.

The Chair said that the Chief Executive and he both did video messages to personally thank carers which will be shared on the Trust’s various social media channels.

The Chair said the Trust was extremely grateful for the ongoing support shown by our local communities who have donated their time and expertise to support all healthcare workers.

- Concluding the Chair advised members of the Trust Board dates for the rest of 2020. He said there would be no scheduled workshops at this stage but should the Board feel these are necessary dates will shared in due course.
  - Thursday, 6 August 2020
  - Thursday, 10 September 2020
  - Thursday, 1 October 2020
  - Thursday, 5 November 2020
  - Thursday, 3 December 2020

6/20/3

### **APOLOGIES**

There were no apologies received.

6/20/4

**DECLARATION OF INTERESTS**

There were no declarations of interest expressed.

6/20/5

**MINUTES OF PREVIOUS MEETING – 7 MAY 2020**

The Chairman referred to the minutes of the previous meeting held on 7 May 2020.

Subject to one change on page 3 in relation to Declarations of Interest where “Aspire” should read “Inspire” the minutes were proposed by Dr O’Mullan, seconded by Mr Hegarty and carried by the Board as a true and accurate record of discussion.

6/20/6

**MATTERS ARISING**

There were no matters arising.

6/20/7

**CHIEF EXECUTIVE’S REPORT**

Dr Kilgallen shared with members her report providing an update across 3 areas:

- Current update on Covid19
- Minister’s framework for Rebuilding HSC Services
- Trust’s Reset Plan

The Chair remarked the low number of staff both in hospital and community who have tested positive given the high risk areas they are working in. He said he would like to speak to Dr Kilgallen about how the Trust recognises what staff have done over the past number of months. He said he also wanted to acknowledge this at the Board meeting today.

Prof McKenna asked about the Trust’s plans for reinstating its visiting policy.

Dr Kilgallen advised that the Trust has responded to regional guidance in respect of resetting visiting and said there is regional work ongoing to review the restricted policy. She said she was well aware that patients and families have not seen each other for an extended period however she assured that discretion can be exercised by Ward Managers.

Rev McGaffin referred to staff who are currently shielding and asked if these staff were on sick leave. Mrs McConnell advised that these staff are being paid for the duration of their shielding period. She said the shielding period is for 12 weeks and

would be coming to an end shortly however the Trust would await advice from the PHA. She said that primary care would advise these staff of the way forward.

Discussion continued on the location of the GP Covid Assessment Centres. Dr Kilgallen advised that there is active discussion about relocating the Covid Centres to other locations and said the Minister has referenced the need to repurpose them going forward.

Dr Kilgallen continued by referring to the Trust's Reset Framework. The Chair asked if there was any conflict between the Trust's Plan and the Regional Reset Plan. Dr Kilgallen confirmed that both Plans were interdependent of each other.

Mrs Laird referred to the extraordinary challenge of managing the Trust's Reset Plan and waiting lists and asked what steps was the Trust taking to manage both. Dr Kilgallen said the main focus at this point is to support staff given the excellent job they have done over the past 12 weeks and that they have proved themselves to be resilient during a time of real pressure. With regard to waiting times, Dr Kilgallen said through the use of virtual technology the Trust would seek to meet people's needs differently and the Trust was working as part of the region to take this work forward.

Dr Kilgallen thanked Mrs Laird for recognising the challenge in the first 3 months of Reset and said by September the Trust would have a better sense of the progress that it can make.

Mrs Laird referred to the Management Board and Dr Kilgallen confirmed that what is in the Minister's Framework document is mirrored in the Trust's Reset Plan. Dr Kilgallen advised that she is a member of the Management Board and that she would keep members briefed on discussions.

Dr McPeake thanked Dr Kilgallen for her informative report and said he had previously expressed concern about support to the care home sector. He asked how many staff had not been tested. Dr Kilgallen clarified that the data shared was almost entirely from the independent sector and said that this week she had joined a meeting involving supporting living facilities and care homes to hear the work that is progressing within their facilities.

Dr Brown assured members that in respect of support to care homes a robust process of engagement continues. He said the Trust's Care Home Support Team engages with care homes daily and a community response group meets 3 times per week. He added that significant regional and local work has taken place and a risk matrix that includes a range of indicators which are RAG rated against Covid indicators and experience of Homes for example Failure to Comply notices.

Members were also advised that the Care Home Support Team reports to the Trust on the 9 independent care homes within the Trust's area. He said the Trust is engaged regionally through a range of work that includes modelling and said a main aim to keep Covid free homes Covid free.

Dr Kilgallen also assured members that the Trust has the full cooperation of care homes when staff have needed to be tested and Dr Brown added that the Trust's protocols are working effectively.

Dr McPeake sought an assurance that anyone that needed tested would have been tested. Dr Brown said that he could not give 100% reassurance but he could assure members that the Trust's processes were robust to ensure that any member of staff who wanted tested was. Dr Brown referred the RQIA app which is a self-reported app for Care Homes and said this information populates a regional dashboard. Dr Brown said the Trust monitors independent care homes through the RQIA App.

Concluding her report Dr Kilgallen referred to confirmation this week from the Ulster University that the Graduate Entry Medical School (GEMS) will proceed.

Prof McKenna referred to the GEMS said that while he recognised this was a partnership between the Trust and Ulster University, he wanted to acknowledge all the people in the Trust involved in the discussions and who had worked hard to reach this position. Prof McKenna said the School would help with workforce pressures in the Trust.

Dr Kilgallen said she hoped to bring some representatives of Ulster University involved in the School to a future Trust Board meeting.

6/20/8

### **INFECTION PREVENTION AND CONTROL UPDATE**

Dr McDonnell led members through the detail of her paper within packs.

She referred to hand hygiene compliance and said this position was much improved. Dr O'Mullan welcomed the attention being paid to this.

Dr McDonnell referred to induction/mandatory training and said that while the attendance target was well below what was required, it should be noted that more than half of the sessions planned for the most recent quarter had to be cancelled as a consequence of the Coronavirus pandemic.

6/20/9

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

Dr McDonnell referred members to the Trust's Corporate Risk Register and Board Assurance Framework as approved at Trust Board on 7 May 2020.

She said there were 29 risks on the Register and shared with members a proposed new risk in respect of medical devices. Dr Brown said he would bring updates as appropriate to members.

Dr McDonnell referred risk ID1213 Covid19 risk and its current grading. Following consideration it was agreed that the grading would not be reviewed at this stage.

Following discussion members approved the proposed addition to the CRR.

6/20/10

## **POLICIES**

### ***Moving and Handling of the Bariatric Policy***

Following consideration members unanimously approved the revisions to the above policy.

6/20/11

## **FINANCIAL REPORT**

Mr Guckian reminded members that the Trust does not formally report on month 1 financial performance.

Mr Guckian advised that the Trust has recently received its financial allocation letter from the Department of Health for 2020/21 which shows a requirement for the Trust to meet an additional £10.7m savings target. Mr Guckian said this represented a £2.1m higher than average target than other Trusts and that this has been a trend for a number of years linked to the Trust's capitation position. Mr Guckian said he and his finance staff were working diligently through the detail of the allocation letter.

The Chair asked if the Trust was disappointed with its financial allocation. Mr Guckian said that generally the DoH issues its allocation letters before the Trust reports on month 2. He said that Covid costs will be separated and by the end of next week he would have a first look at month 2 Covid Costs.

Mr Guckian referred to the Trust's Recovery Plan and said this programme had been largely paused during Covid. He said efficiency projects which included domiciliary care contractual efficiencies, reduction in the use of locums and improved theatre flow had been paused and would therefore not yield the predicted savings anticipated in the current financial year. He advised that in relation to domiciliary care the Trust had been instructed to maintain pre-Covid payments to providers during the pandemic and the Trust had increased its locum medical staffing to ensure safety of services. Mr Guckian said however there would be some savings through Covid and that the Trust would earnestly seek to identify these and try to match to the savings commitments previously made.

Mr Guckian however cautioned that over the next few months the Trust's finances would be challenging. He said the Trust has rolled forward a deficit of £29 m as well as a reduction of £11m in its income along with increased significant Covid costs, and in addition to this the Trust has paused its Recovery Plan.

Mr Guckian said at the next Board meeting he would provide a fuller financial position.

Dr O'Mullan thanked Mr Guckian for this and asked that when he provided the fuller brief that he remind members of the process for allocation and the historic allocation of funds to the Trust.

Rev McGaffin asked if there would be an allocation in respect of resetting services and Covid step down costs while at the same time planning for second surge.

Mr Guckian advised that in terms of Covid step down the Trust had not received any allocations. In terms of resetting, Mr Guckian said any additional costs associated with reset, will require a business case for Departmental approval. Mr Guckian said some costs will be inevitable for example PPE and testing and confirmed that business cases are being developed for these. Mr Guckian said in respect of a second surge, the Trust must be ready. He said the Trust is seeking to build up 12 weeks of PPE stock and that if there is a second surge the Trust will bid for additional funding from the Department.

Mr Campbell acknowledged the level of uncertainty this year and said he hoped the DoH would provide timely information in respect of finances going forward. He said given the Trust is in financial recovery he was disappointed that the Trust had been given a savings target of £11m and suggested that the Trust should challenge the DoH on this. Mr Campbell said that in terms of the challenges being faced it is important the Trust resets its financial recovery work as soon as possible. Mr Campbell asked if the Trust knew its control total yet for 20/21.

Mr Guckian advised that the Trust had not been told what its control total will be at this stage. He said he needed to review month 2 outturn, the Trust's financial plan, and opportunities that have arisen from turning down activity and look at balancing Trust finances accordingly.

Mrs Laird recognised the challenge of reset, waiting lists, and the additional savings target and said that she would like the Board to have an independent look at how doable this is as quickly as possible and the need for the Board to understand the challenge of this financial position.

The Chair said the timeliness of the situation was difficult and said the Management Board would make regional decisions while at the same time require the Trust to meet its savings target. He said he had confidence in Mr Guckian to manage this and said members would receive further briefings from Mr Guckian.

6/20/12

## **PERFORMANCE MANAGEMENT INFORMATION**

Mrs Molloy referred members to her report and took members through her briefing detailing the impact of Covid on the Trust areas of operation and April 2020 performance.

Mrs Molloy said the Minister's intention is that capacity will increase incrementally however she said this would be an issue for the Trust as we need to be more agile when resetting services.

Mrs Molloy said during the pandemic the Trust continued to prioritise treatment and contact for the acutely ill or in crisis across all services whilst curtailing and suspending non-emergency work.

Mrs Molloy recorded her thanks to staff for all the help that had been given as the Trust begins to reset.

Mrs Molloy highlighted that the DoH and our population will expect many things during reset along with the Ministerial expectation. She said this is a very challenging process and that this work would be included in her report going forward.

6/20/13

### **PEOPLE COMMITTEE – MINUTES OF MEETING HELD ON 12 MAY 2020**

Dr O'Mullan referred members to the minutes of the People Committee held on 12 May. She said at this meeting the Committee was able to look at the very extensive work HR is doing to support managers with workforce challenges during Covid.

Dr O'Mullan referred to discussion at the meeting which included sickness absence and complexities of monitoring sick leave.

She added that during Covid, HR had paid a particular focus on supporting the health and wellbeing of staff. She said there was a continuing co-operation between HR and trades unions and the level of co-operation was noted. She also acknowledged the support from staff who were willing to be redeployed to undertake further training.

Dr O'Mullan said the Committee received a very robust report from Ms Anne Friel on the supply, management and access to PPE. She said this briefing provided assurance about PPE and all of the practicalities that staff have encountered.

Concluding, Dr O'Mullan advised that the Committee also welcomed Mrs Margaret Kelly, Staff Testing Lead, who had returned through the Workforce Appeal to support the Trust with staff testing.

Prof McKenna referred to psychological papers which evidence that virtual working is more stressful and has more downsides than face to face meetings and asked that this is taken into consideration. Mrs McConnell assured members that the Twist West group meets every Tuesday and this is an item for discussion at these meetings. She said there is learning emerging about how to work effectively from a distance and she said that these supports will be tested over coming months.

6/20/14

### **TRUST FUNDS**

Mrs McKay shared with members 4 requests for expenditure from Trust Funds. She confirmed that all 4 requests had been considered and approved at the Endowments and Gifts Committee on 9 June.

- Purchase of Nikon Microscopes x 3
- Band 3 Higher Clerical Officer for 2 years, to support delivery of Royal College of Surgeons in Ireland (RCSI) student teaching
- SWAH Cardiac Fund
- Practice Educator Cancer Services

Mr Guckian said at the next Board meeting he would share with members a proposal that E&G Committee can approve this expenditure.

Following consideration the proposals were proposed by Mrs Laird, seconded by Dr McPeake and approved unanimously by the Board.

6/20/15

### **REGISTER OF BOARD MEMBERS' INTERESTS – 2019/20**

The Chair advised members that the Trust's Register in respect of Outside Interests for 2019/20 had been updated and is available for viewing from the Chief Executive's Office.

6/20/16

### **ANY OTHER BUSINESS**

Mrs Laird asked the Chief Executive and her Team to consider how best the Board can support them going forward.

Dr Kilgallen thanked the Board for its consideration.

6/20/17

### **DATE OF NEXT MEETING**

The next meeting of the Western Health and Social Care Trust Board will take place on Thursday, 6 August 2020 at 11 am.

The Chairman thanked those members of the press in attendance and asked that any questions be processed through Mr Kelly or Mrs McGinley.

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**Mr S Pollock, Chair, 6 August 2020**