

SOUTH EASTERN HEALTH AND SOCIAL CARE TRUST

Minutes of a Public meeting of the South Eastern Health and Social Care Trust Board held on Wednesday 28 March 2018 at 11.00 am in the Great Hall, Downshire Estate, Downpatrick

PRESENT: Mr C McKenna, Chairman
Mr H McCaughey, Chief Executive
Mr M Mawhinney, Non-Executive Director
Ms H Minford, Non-Executive Director
Ms J O'Hagan, Non-Executive Director
Ms L O'Neill, Non-Executive Director
Mr J Patton, Non-Executive Director
Mr N Guckian, Director of Finance & Estates
Mr C Martyn, Medical Director
Ms N Patterson, Director of Primary Care, Older People and
Executive Director of Nursing
Mr B Whittle, Director of Children's Services & Executive Director of
Social Work

IN ATTENDANCE: Ms R Coulter, Director of Planning, Performance & Informatics
Mr S McGoran, Director of Hospital Services
Ms B Mongan, Director of Adult Services and Prison Healthcare
Mrs M Weir, Director of Human Resources and Corporate Affairs
Dr N Gillespie, Consultant Clinical Psychologist, (for item 13/18)
Mrs C Colquhoun, Service User (for item 13/18 only)
Ms S McMonagle, Service User (for item 13/18 only)
Miss I Low, Board Secretary/Assistant Director, Risk Management &
Governance
Miss J Turner, Executive Support Services Manager

APOLOGIES: Mr N Brady, Non-Executive Director
Dr M Briscoe, Non-Executive Director

OPENING REMARKS

At the outset, the **Chairman** welcomed everyone to the meeting. The Patient Client Council was represented by Mrs Joanne McKissick, External Relations & Policy Manager.

28/18 **PATIENT/CLIENT STORY**
Presentation by Ms Julia Lewis, Assistant Director, Children's Health, Ms Bronagh McCabe, Ms Carmel Murphy, New Parent Programme and Stewart Curran and Anna Hilditch, service users

Mr Whittle introduced Stewart and Anna, who had availed of the New Parent Programme. Ms Lewis briefly outlined the principles of the infant mental health service and the context within which the New Parent Programme was established.

Ms Lewis stated the aim of the infant mental health service is to foster a child's:

- Emotional well being;
- Capacity to form and maintain positive relationships with others;
- Language development;
- Ability to learn the Soft skills – how to relate to others and
- The ability to learn the hard skills - to succeed academically is embedded in the earliest months of life.

Ms McCabe, the New Parent Programme Health Visitor, outlined the programme which has been in place, in Downpatrick, since 2011. The Programme is an intensive Health Visiting Programme for vulnerable new parents. New parents, including those who may have been unable to parent previous children, receive at least 34 scheduled health visiting contacts, compared with 5 in the universal healthy child programme. New parents and their children are supported until the baby reaches the age of two years.

The goals for the programme include:

- Improved maternal health in pregnancy;
- Reduction in smoking during and after pregnancy;
- Improved breastfeeding rates;
- Delayed weaning;
- Improved maternal sensitivity to new-born's behaviour;
- Improved mother-infant attunement and reciprocity;
- Enhanced paternal involvement;
- Improved child health and development;
- Increased uptake of other support services within health, community and education;
- Improved parenting practices and behaviour;
- Reduction in childhood injuries, neglect and abuse;
- Parental re-engagement with education or training.

As agreed, members asked Stewart and Anna a number of questions, as follows:

“How has the New Parent Programme helped you become a parent?” (Mr Whittle)

Stewart stated that as he was not able to support Anna during the pregnancy, he was scared. However, Ms McCabe provided much support to Anna, including assistance with assessment for housing and other issues. Anna would not have known how to raise a child and much valuable assistance was provided.

“What changes have you made in your family life as a result of the New Parent Programme?” (Ms O’Hagan)

Stewart stated that he and Anna developed close relationships with the Health Visitors and they learned how to talk to their children. Their confidence has grown; they know they are good parents and they have learned how to avoid stress by taking breaks during the day.

“What did you like best about the Programme?” (Mr Mawhinney)

Stewart and Anna enjoyed meeting the staff involved in the Programme and very much appreciated the support provided. They particularly benefitted from the

additional visits, which they felt kept them “on track”.

“Is there anything you would like us to do differently?” (Mrs Minford)

Stewart stated he and Anna felt there was nothing to be done differently. They thought the programme was very good and they were very thankful for being able to avail of the support provided.

“What are your hopes and dreams for you and your children?” (Mr Patton)

Stewart stated they would want to be a happy, healthy family. Their children are loved and they would encourage them to achieve as much as they can. Stewart stated he had been in prison and he has now turned his life around; he is working as a chef and Anna has returned to education. He stated he would want to be a role model for his children.

Mr Patton, in his role as a member of the Adoption Panel, stated that the New Parent Programme was an excellent example of early intervention, prior to problems developing. He had the opportunity to visit the team and see, at first hand, how the Programme offers early intervention and the positive impact which is derived from this. A member enquired about the level and timescale of intervention provided. Ms Murphy stated that ante natal visits commence at 18 weeks gestation and there would normally be a total of 34 visits up until the child is two years old. However, if it is deemed necessary, more visits can be arranged. In response to an enquiry from a member, Ms McCabe stated that first time parents may self-refer into the Programme.

Mr McCaughey thanked Stewart and Anna for attending and for sharing their experience of the New Parent Programme. The original ethos of the National Health Service was to treat problems after they had occurred. However, it is now well recognised that early intervention can help to avoid problems arising and the New Parent Programme is a good example of this. **Mr McCaughey** stated that one of the objectives of the Programme for Government is to give children the best start in life and again, the Programme is an example of how this can be achieved.

The **Chairman** thanked Ms Lewis, Ms McCabe and Ms Murphy for their informative presentation. **He also** thanked Stewart and Anna for sharing their story with members and he wished them both well in the future.

29/18 DECLARATION OF POTENTIAL CONFLICT OF INTERESTS WITH ANY BUSINESS ITEMS ON THE AGENDA

No conflict of interest with any business item on the agenda was declared.

30/18 CHAIRMAN’S BUSINESS

The Chairman informed members that he attended meetings of the Volunteering Committee and LAC Education and Employment Monitoring Board. He also reminded members of the forthcoming Recognition event for Volunteers, which will be held on Thursday 12 April 2018, at La Mon House Hotel and he encouraged Non-Executive Directors to attend.

Members were informed of two awards, which were given by Healthcare People Management Association (HPMA): HR Team of the Year – the Corporate Bank, led by Ms Linda Thompson and HR Professional of the Year to Mrs Noleen McCreanor. Mrs McCreanor has also been shortlisted for HR Assistant Director of the Year in the HPMA National awards.

The **Chairman** advised members of the public that the Trust Board had met immediately prior to this meeting to discuss some items of confidential business.

31/18 CHIEF EXECUTIVE'S BUSINESS

There was no business under this item.

32/18 MINUTES OF THE PREVIOUS TRUST BOARD MEETING

The minutes of the Trust Board meeting held on 28 February 2018, having been previously circulated, were agreed and signed by the Chairman as a true and accurate record.

33/18 MATTERS ARISING FROM THE PREVIOUS MINUTES

There were no matters arising from the previous minutes.

34/18 FINANCIAL REPORT FOR PERIOD ENDED 28 FEBRUARY 2018

Members received, for discussion, Paper No: SET/15/18, Finance Report for period ended 28 February 2018, which had been circulated with papers for the meeting. At Month 11, **Mr Guckian** stated there was a projected break even position, at year end, achieved largely through non-recurrent measures. **Mr Guckian** briefly summarised the main elements of the Report, each of which was stable and satisfactory. The capital programme will be spent by year end.

A member enquired about the position in relation to independent fostering and if it would be possible to have information on how this might improve in the future. In response, **Mr Guckian** stated this is monitored and alternatives are carefully examined, where possible. **Mr Whittle** stated much work is ongoing to reduce the reliance on independent fostering. However, it was important that the children are in the most suitable placement, irrespective of financial implications. A recruitment exercise has been carried out and a number of new Foster Carers will be available to the Trust. There is a lead in time for introducing new Foster Carers and it would not be possible to identify possible savings which would be achieved by transferring children from independent to Trust foster care. Following a short discussion, it was agreed this topic would be discussed, in more detail, at a future Trust Board Workshop.

In relation to the financial position for 2018/19, the Trust has not received notification of the allocation for next year. **Mr Guckian** informed members there would be a savings element and it was anticipated the Trust would receive the allocation earlier in the year than on previous occasions.

The Chairman thanked Mr Guckian for his report and congratulated Trust Board members on the achievement of the break-even position.

35/18 PERFORMANCE MANAGEMENT REPORT

Members received, for discussion, Paper No: SET/16/18, Corporate Scorecard (February 2018) and Paper No: SET/17/18 Dashboard, which had been circulated with papers for the meeting.

In presenting the paper, **Ms Coulter** summarised the performance against targets. Waiting Lists remained very long and unacceptable. Within 12 specialties, waiting times were in excess of 52 weeks. The position would be worse if the Trust had not received Waiting List Initiative (WLI) funding. In relation to Red Flag waiting times, all were down to less than two weeks in February 2018, with the exception of gynaecology, which was three weeks. The reduction in waiting times was due to WLI funding and limited commissioning with the Independent Sector. There was a decrease in complex discharges from January 2018, however, it was increased on the position from February 2017.

Attendances at the Emergency Departments in Lagan Valley and the Downe Hospitals increased, on average by 6%, from February 2017 to February 2018. The average length of stay in General Medicine and Care of the Elderly remained stable, which reflected the impact of new initiatives between hospital and community services.

Performance against the 4 hour target in the Emergency Department was 60% at the Ulster Hospital during February. This was not the usual performance and was reflective of the significant pressures experienced in the Department. In relation to the 12 hour target, there were 784 breaches during February 2018, again reflecting the significant pressures. At the Minor Injuries Units, there was 100% compliance against the 4 hour target. There were 897 attendances at Ards and 757 attendances at the MIU in Bangor during February 2018. In relation to GP Out of Hours, 95% of urgent calls were given an appointment or triage was completed within 20 minutes. There were over 1,000 calls received to the Out of Hours service in February 2018.

Compliance against the hip fracture target was 65% in February 2018. There was 100% compliance against the 14 day breast cancer referral target. The Trust is continuing to provide assistance to the Southern Trust, in order to clear a backlog. Performance against the 31 day cancer target was 97%, with four breaches. A significant area of challenge was the performance against the 62 day cancer target, with 51% compliance recorded. Delays in Urology and Dermatology pathways continue to impact on performance.

Performance against the complex discharge target, that 90% of patients delayed more than 48 hours from the date medically fit, continues to be of concern. As a result, the bed days lost to Belfast Trust patients continues to increase. The average bed days lost in breach by Belfast Trust patients is on average 6.2, compared with 2.1 for South Eastern Trust patients.

In relation to the 13 week target for Psychological Therapies, performance was 63% during February 2018. Work continues to reduce the numbers on the waiting list and the improvement in performance reflects the impact of Waiting List Initiative funding. There was an increase of 21 Unallocated cases during February, with 223 waiting over 20 weeks.

Performance Improvement Trajectories for Hospital Services and Adult Services were provided. The projection in Hospital Services was fairly accurate, with nothing of concern to note. The projection in Adult Services did not show an improvement in position, which cannot be displayed within the Performance Improvement Trajectories format. **Ms Coulter** will communicate with the HSC Board regarding this position.

A member enquired about the delays in the cancer target, especially in relation to Urology patients. **Mr McGoran** stated there continued to be a significant challenge in demand versus capacity. There is a robust triage system in place for all patients seen in Out-Patients.

The Chairman enquired if the Minor Injury Units were well known within local communities. In response, **Ms Patterson** stated they were and positive feedback is received about the services provided.

The Chairman thanked Ms Coulter for her informative presentation.

36/18 **REPORT ON THE OUTCOME OF THE BOARD GOVERNANCE SELF-ASSESSMENT TOOL (including Report on the Independent Verification of Tool by Mrs Hewitt, Associate, HSC Leadership Centre)**

Members received, for approval, Papers No: SET/18a and 18b/18, Report on the Outcome of the Board Governance Self-Assessment Tool [BGSAT] (including action plan) and Report on the Independent Verification of Tool, which had been circulated with papers for the meeting.

In presenting the BGSAT, **Mrs Weir** informed members the Board Governance Self-Assessment is carried out annually, with independent input at least once every three years. There is no requirement to submit the Self-Assessment to the Department, however, it is available on request. A self-assessment for 2017/18 was undertaken in early December 2017 and the results were presented at the Trust Board Workshop held on 13 December 2017. The Board Governance Self-Assessment Tool, with tracked changes, was tabled for approval at today's meeting. Members noted that 17 out of 17 criteria were as green; A brief discussion ensued and Mrs Weir responded to members' queries. **The Chairman** sought, and received approval for, the Board Governance Self-Assessment Tool 2017/18.

In relation to the Independent Verification, which was carried out by Mrs Irene Hewitt, **Mrs Weir** stated it was a very positive report. Mrs Hewitt concluded that *"the Board was conducting its business in line with best practice; It is well-run Board with highly committed and experienced Executive and Non-Executive Directors, Chief Executive and Chairman.* **The Chairman** stated the ratings provided in the Independent Verification, for what was still a relatively new Board, reflected how the new members had settled in well, in a short period of time.

A number of recommendations were made by Mrs Hewitt but these were aimed at further development of the Board; no material areas of concern were identified through the verification process. In relation to the Skills Audit, Mrs Weir said that this would be considered at a future Trust Board workshop and/or Board Development Day. Reference was also made to the comments on Third Sector (Voluntary/Community) experience which was noted as light at Board level in the

report. In response, Mrs Weir clarified what was meant by this question and asked members to review and update their Skills Audit questionnaire, if necessary and forward to Miss Low as soon as possible. Members noted that following the appointment of a new Chairman, a full induction programme will be provided to the appointee. **Mr McKenna** assured members that appraisals with all of the Non-Executive Directors will be carried out prior to the end of his current term.

A member stated it would be beneficial to have more detail about some of the recommendations, for example, "... *Community Planning may be a useful area for exploration*". **Mrs Weir** stated this, along with the other recommendations, would be discussed at a forthcoming Trust Board Workshop.

Following discussion, the Chairman, sought and received approval to the Report of the Independent Verification Report prepared by Mrs Hewitt. He congratulated Mrs Hewitt on a succinct and comprehensive report.

37/18 DRAFT EQUALITY ACTION BASED PLAN AND DISABILITY ACTION PLAN

Members received, for approval, Paper No: SET/19/18, Draft Equality Action Based Plan and Disability Action Plan, which had been circulated with papers for the meeting. **Mrs Weir** introduced Mrs Susan Thompson, Equality Manager. Mrs Thompson previously attended Trust Board in June 2017 and presented the draft Plans. Following a consultation exercise, a new Draft Equality Action Based Plan 2018-2023 and a new Draft Disability Action Plan 2018-2023 were compiled.

Mrs Thompson outlined the background to the development of the Draft Plans. Following a pre-engagement and Consultation process, a number of amendments were identified to be included in the new Plans.

In the Equality Action Based Plan, the amendments were:

- Details of alternative formats available included;
- A summary of achievements from the 2014-2017 Actions Plans included in 2018-2023 Plans;
- Clarification of performance indicators over the 5 years;
- Commitment to updating of the Emerging Themes Document, available on all Trust websites;
- Consideration of the Rural Needs Act with processes identified to ensure compliance;
- Section 1 has been retitled 'Ensuring the Effective Discharge of our S75 Equality duties' to ensure appropriate message conveyed;
- Trusts have committed to working with a range of partners, including unions, to develop a checklist which ensures equality is integral to the procurement process;
- This Action, with regard to procurement, has been brought forward from Year 2 to Year 1;
- An Action has been added to commit to work in partnership with older people's groups, including the Pensioner's Parliament, to develop guidance for HSC staff on meeting the needs of older people;
- Equality Leads to attend established negotiating fora when appropriate.

The following amendments were included in the Disability Action Plan:

- A definition of disability and detail of performance indicators are now included;
- The Plan now sets out which Actions are related to the two disability duties;
- An Action has been added to examine the ‘accessible communication standard’ and promote the standardisation of all health and social care information and ensure accessibility to everyone including people with communication difficulties;
- An Action has been added relating specifically to communication disability and now includes more detail on training and monitoring.

The Chairman thanked Mrs Thompson and her colleagues for the significant amount of work involved in the consultation process and updating the Plans. **Mrs Weir** stated it was a good example of collaborative working as the Equality Leads in all Trusts worked closely on this exercise. A member enquired about how new recommendations from the engagement process are incorporated into Trust business. In response, **Mrs Thompson** stated that she and her colleague work with Directorates, as Equality Business Partners, to examine how the Plans tie in with their work. In relation to the meeting which was held with one Trade Union, during the consultation process, **Mrs Thompson** stated that Equality Leads would attend JNF (the Joint Negotiating Forum), at which all trade unions are represented, as and when necessary.

In response to an enquiry about the domestic violence initiative, **Mrs Thompson** stated this work was taken forward as a result of feedback from stakeholders. Work has been carried out in the Trust and this will be further developed in the future. The Rural Needs Act would become legislation in June 2018. Work is ongoing in order to ensure the Trust complies with the Act. It is anticipated a template will be developed, to show the Trust has taken rural needs into account.

The Chairman congratulated Mrs Thompson and her colleagues on the Plans, which were approved by members.

38/18 REPORT AND MINUTES OF THE GOVERNANCE ASSURANCE COMMITTEE AND ASSOCIATED PAPERS

Members received, for information, Paper No: SET/20a and b, Report and Minutes of the Governance Assurance Committee held on 21 March 2018; Paper No: SET/20f, Report on the Review of Effectiveness of the Committee and for approval Papers No: 20c, 20d and 20e, Revised Terms of Reference and Programme of Work, Annual Report of Governance Assurance Committee, which were circulated with papers for the meeting.

Miss Low, on behalf of Dr Briscoe, informed members the Committee met on 21 March 2018. A detailed discussion was held. The updated Terms of Reference and Programme of Work (in tracked changes format), incorporating minor amendments were approved by the Committee. The Annual Report 2017/18, which outlines the work of the Committee, was also approved and would be referenced in the forthcoming draft Governance Statement. The report summarised the work of the Committee during the year and concluded that a sound system of internal control was in operation within the Trust.

Members noted the Report of the Review of Effectiveness of the Committee is completed on an annual basis and was tabled, for information.

Following discussion, members endorsed the revised Terms of Reference and Programme of Work (in tracked changes format) and the Annual Report of the Governance Assurance Committee.

39/18 ANY OTHER BUSINESS

(a) HPMA Awards

Mrs Weir informed members that the Corporate Bank has been shortlisted for the National HPMA awards. In response to a member's query, **the Chairman** outlined the internal processes for congratulating nominees and successful applicants of awards.

40/18 DATE AND VENUE OF NEXT MEETING

The **Chairman** confirmed the next Trust Board will take place on **Wednesday 30 May 2018 in the Conference Room, Trinity Conference Centre, Lisburn**

Date: _____

Mr Colm McKenna
Chairman

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