

SOUTH EASTERN HEALTH & SOCIAL CARE TRUST

**Minutes of a meeting of the South Eastern HSC Trust
Finance & Performance Committee held on
Wednesday 29 May 2019 at 2.00pm
in the Boardroom, Trust Headquarters, Ulster Hospital**

Present:	Mr M Mawhinney Mr N Brady	Non-Executive Director (Chairman) Non-Executive Director
In Attendance:	Mr P Morgan Ms R Coulter Mr N Guckian Mr D Sagar Mrs N Dunbar Ms C Allam Ms E Hannaway Miss C Hughes	Interim Director of Finance & Estates Director of Planning, Performance & Informatics Interim Chief Executive Trust Chairman Assistant Director Capital Elective Care Reform Manager Head of Performance & Information Personal Assistant

10/19 Welcome

Mr Mawhinney welcomed everyone to the meeting.

11/19 Conflict of Interest

All present confirmed that they had no conflicts of interest.

12/19 Minutes of the Previous Meeting (25 February 2019)

The minutes of the meeting held on 25 February 2019, which had been circulated with papers for the meeting, were approved.

13/19 Matters Arising From The Previous Minutes

Mr Mawhinney requested that an update on the Macmillan Information Centre and Cancer Support/ Macmillan Environmental Improvement (Garden) Cancer Support and the MRI Scanner, Downe Hospital, be provided at the next meeting.

In relation to item 7/19 Finance Report, Mr Mawhinney noted that Mr Morgan had detailed the financial position, including the Medicines Optimisation Regional Efficiency, at the Confidential Trust Board held earlier today.

Action

ND

14/19 Lisburn PCCC Update

Action

An Update paper was circulated with papers for the meeting.

Mrs Coulter noted that work has commenced on the site and a Sod Cutting ceremony is scheduled for 24 June 2019.

15/19 Phase B – Addendum

Ms Hannaway gave a presentation which outlined the background to the Phase B development on the Ulster Hospital site, including the completion of the IWB (Inpatient Ward Block); progress with the ASB (Acute Services Block) and the completion of phase B4 (currently at planning stage) which will allow the demolition of the current main ward block. It has been recognised for some time that the current bed compliment within the Ulster Hospital requires an increased 73 beds and on 3 April 2019 the Department of Health (DoH) gave approval for the preparation of an Addendum to consider inpatient capacity issues. Work is progressing on the preparation of the Addendum, to change Level 6 of ASB to provide 53 inpatient beds, which includes a full economic appraisal for 7 options, ie:-

Option 1 : Status quo.

Option 2 : Finish the project at current stage with additional inpatient accommodation in ASB.

Option 2a : PMI to the existing works contract.

Option 2b : Assume a 1 year delay with conversion of Level 6 progressed via a new contract.

Option 2c : As 2a but including relocation of other clinical services out of existing ward block.

Option 3 : Finish full current project brought up to current pricing.

Option 4 : Finish project with additional inpatient Accommodation in ASB.

Option 5 : Finish ASB including additional beds on Level 6 and including refurbishment of B4 for clinical support accommodation.

Ms Hannaway noted that the Addendum options are scored on the basis of Non Financial Benefits (NFB) criteria; additional capital costs required allocated and revenue costs uplifted from £7.6m to £11m as per the IWB approach. The NFB scores were presented and the preferred option is Option 4 which scored 970. This option would provide additional beds on Level 6 of the ASB and the office accommodation would then be relocated to the building current used by Graham Bam as their office (formerly called Home 5). The DoH had asked the Trust to review possible alternative rental office accommodation within the vicinity and this has proved to be unsuccessful.

The additional Capital Costs required was presented and Ms Hannaway noted that the £431k for Option 1, Status Quo, would also need to be added to each of the other Options. Option 4, preferred option, would require £55m. In response to Mr Mawhinney's query regarding the variance between additional capital costs for Option 4 and Option 5, Ms Hannaway advised that in Option 5 there would not be a separate building for Administration but rather significant alternations to the Existing Ward Block.

Ms Hannaway noted that Mr McNamee, Capital Accountant, is currently preparing the Economic Model for the Addendum and it is hoped that this can be finalised by Friday, 31 May 2019, in order to submit the Addendum to DoH on that date.

In response to queries from Mr Mawhinney, Mrs Coulter advised that the Addendum is being prepared in adherence to the "Green Book", ie DoH regulations for a full Business Case. The only requirement not being carried out is a fully Equality Impact Assessment and this is not required for an Addendum and would require a significant time delay. She noted that it is possible to know how much capital funding DoH/Department of Finance (DoF) have available and therefore the Trust can only proceed in an appropriate manner by completing the Addendum as requested. Whilst Option 5 is the Trust's preferred option there is a possibility that the DoH/DoF would only be able to fund one of the other Options eg 2a.

During detailed discussion Mrs Dunbar advised that the deadline for the preparation of the Addendum is extremely tight and DoH staff have indicated that they will process as quickly as possible. When the DoH have reviewed the Addendum they then liaise with the DoF regarding the additional funding required. This process could take up to 6 months. Ms Coulter commented that if DoH approve the change to Level 6 that this can be notified before the current contractors leave the site in order to speed up the process.

Mr Mawhinney and Mr Brady agreed that the final Addendum could be shared with them via e-mail in order that they could review and approve in advance of submission on 31 May 2019. They noted that there is a clear need for the additional beds on the Ulster Hospital site.

RC/EH

16/19 Performance Management

Ms Hannaway noted that at the last meeting the first part of Elective Care had been presented and now Hospital

Services information would be focus of the presentation. Performance is monitored against Service & Budget Agreement (SBA) volumes; Commissioning Plan direction targets; Performance Improvement Trajectories and Outcomes for Patients. The SBA is an annual document agreed between the Commissioner (Health & Social Care Board); the Public Health Agency and the Trust. It sets out the service activity to be delivered within the revenue funding available to meet the health and social care needs of our population. The Commissioning Plan details the key Ministerial themes/outcomes/objectives and targets. She noted that it is now acknowledged that reporting against targets has become less meaningful due to constraints on finances; capacity and increased demand. In 2017/18 Performance Improvement Trajectories (PIT) were introduced – these do not replace the other targets but set out the expected level and pace of improvement towards achievement of targets.

Ms Allam gave a detailed presentation during which she highlighted the following information for the previous financial year:-

- New Outpatients – substantial improvement with -3.2% against the PIT.
- Inpatients & Daycases – There have been a number of developments during the year eg telephone and virtual clinics but the monitoring system cannot yet capture this information. Compared to SBA the Day Case figures were +8.7% and Inpatients -10.5%. Mrs Coulter commented that the Inpatient figure reflects the capacity issues previous discussed.
- Endoscopy (to end of February 2019) – Additional funding for a Mobile Unit and staff has enabled this excellent performance ie previously routine patients were waiting up to 3 years and now no patient waiting more than 9 weeks. However the additional funding to provide this increased service will cease at the end of June 2019.

During detailed discussion Ms Allam outlined the waiting list initiative work under taken for suspect cancer patients and this funding will now cease. Even if reinstated later in the financial year it is very difficult to re-organise the clinics stood down, particularly staffing issues. It was also noted that delays in waiting lists can create issues within the service for example a patient waiting for a gallbladder removal may suffer severe episodes which result in several ED attendances.

Mr Mawhinney expressed concern regarding the impact of

savings plans requirements year after year and the affect this has on patients awaiting treatment. Ms Coulter noted that Confidence and Supply funding has introduced Elective Care and Treatment Centres but this does not help diagnose patients which potentially serious illnesses.

Mr Mawhinney thanked Ms Allam and Ms Hannaway for their presentation. Mr Guckian; Ms Coulter; Ms Allam; Mrs Dunbar and Ms Hannaway left the meeting at this point.

17/19 Finance Report at 31 March 2019 / Performance Against Savings Target 2018/19

The Financial Report at 31 March 2019 – Executive Summary and the report Performance Against Savings Target 2018/19 had been circulated with papers for the meeting.

Mr Mawhinney noted that the financial position had been discussed earlier today in the Confidential Trust Board meeting and Mr Brady advised that the recent Audit Committee had been updated on the 2018/19 financial position. During brief discussion Mr Morgan noted that the Trust's year end position was a £88k surplus. At a recent meeting with External Auditor (PWC) staff they indicated that an unqualified audit opinion is recommended.

In relation to 2019/20, Mr Morgan noted that an allocation letter is yet to be received but it is projected that a savings target of £10.5m will be required.

Mr Sagar left the meeting at this point.

During discussion Mr Morgan hoped that the Trust's allocation will be received in order to provide greater clarity at the next meeting. A review will take place of potential savings although he noted that "ring fenced" funding will have to be taken into consideration.

Mr Morgan highlighted the Performance Against Savings Target 2018/19 report and noted the significant achievements. The slight underachievement in Regional Pharmacy Savings was noted but it is expected that this will be achieved as the switching programme continues.

18/19 Any Other Business

No additional items were raised.

19/19 Date of Next Meeting

Action

It was agreed that the next meeting would take place on **Monday 29 July 2019 at 11.00am.**