

SOUTH EASTERN HEALTH AND SOCIAL CARE TRUST

Minutes of a Public meeting of the South Eastern Health and Social Care Trust Board held on Friday 31 January 2020 at 11.00 am in the Recreation Hall, Trust Headquarters, Ulster Hospital

PRESENT: Mr D Sagar, Chairman
Mr S McGoran, Interim Chief Executive
Mr N Brady, Non-Executive Director
Dr M Briscoe, Non-Executive Director
Mr M Mawhinney, Non-Executive Director
Ms H Minford, Non-Executive Director
Ms J O'Hagan, Non-Executive Director
Mr J Patton, Non-Executive Director
Mr C Martyn, Medical Director
Ms B Mongan, Director of Children's Services & Executive Director of Social Work
Mr P Morgan, Interim Director of Finance and Estates
Ms N Patterson, Director of Primary Care, Older People & Executive Director of Nursing

IN ATTENDANCE: Ms R Coulter, Director of Planning, Performance & Informatics
Mrs M Weir, Director of Human Resources & Corporate Affairs
Mr D Bradley, Interim Director of Adult Services & Prison Healthcare
Dr D Robinson, Interim Director of Hospital Services
Ms D Lyons, Governance Lead, Prison Healthcare (item 01/20 only)
Ms Z Gray, Undergraduate Student, Queen's University (item 01/20 only)
Mr B Mathieson, Prison Arts Foundation (Volunteer Artist) (item 01/20 only)
Ms S McRoberts, Assistant Director Nursing Regulation, Workforce Planning, Education and Development (item 10/20 only)
Miss I Low, Assistant Director, Risk Management and Governance & Board Secretary
Miss C Hughes, Personal Assistant

APOLOGIES: None received

OPENING REMARKS

At the outset, the **Chairman** welcomed everyone to the meeting.

01/20 PATIENT STORY

Mr Bradley welcomed Ms Lyons, Ms Gray and Mr Mathieson to the meeting who were attending the meeting to demonstrate an example of frontline co-production with service users and relevant others. **Ms Lyons** outlined the background to the development of the first comic book "Biz in the Pris" together with young men from Hydebank Wood. The idea for the comic book had arisen from the Mindlock

publication and the aim was to deliver pertinent healthcare messages to others in the Prison system. She had been assisted by Ms Gray who was on work placement and was very enthusiastic about this project and took on the role of Project Manager. They had met Mr Mathieson during an exhibition of his artwork and persuaded him to join the Project Group.

Permission had been obtained from NI Prison Service and Trust Prison Healthcare to develop a humorous and relatable comic book which would provide healthcare messages. **Ms Lyons** advised that it was agreed that the misuse of drugs, both prescription and illicit, would be the focus of the first publication as there is a gap in education of polysubstance misuse; the link between substance misuse and low mental health and that this is one of the top causes of death since 2006. The first "Biz in the Pris" publication was subtitled "Craving the Blues".

Ms Gray explained that the young men in Hydebank had been very enthusiastic about the preparation of the comic book and without their engagement this publication would not have been possible. They brought the story to life by inputting their own experiences and used slang language and artwork to make it relevant. The talents of Mr Mathieson had been utilised to develop the young men's draft pictures into a comic book format.

Mr Mathieson outlined his personal history and previous experience as a prisoner before becoming an artist and Pastor with volunteer involvement with community groups and Prisons. He had met Ms Lyons and Ms Gray at an exhibition and was pleased to assist with this project.

Ms Gray expressed regret that the young men involved in the Project Group could not be present today as they had been very enthusiastic and they had received very positive feedback from their friends. **Ms Lyons** advised that the comic book was the first production of this nature in Northern Ireland and was launched as part of the PHA's Involve Fest Week and won the PHA Chairman's Involvement Award for Best Community & Voluntary Initiative 2019. The young men involved have received certificates for their achievements during this project and these can be utilised when they are released from custody. UTV has also expressed an interest in the project and feasibility arrangements are being scoped with the Prison Service. **Ms Gray** indicated that the focus of the next comic will be self-harm. **Ms Lyons** commented that young women will also be involved in this second project.

In conclusion Ms Lyons distributed copies of the comic book and a leaflet on Mr Mathieson's artwork to Trust Board members. On behalf of members the **Chairman** thanked Ms Lyons, Ms Gray and Mr Mathieson for their presentation and congratulated them on their involvement in this project. During discussion **Mr Mathieson** outlined his own mental health issues and explained that there is no magic wand to help people with issues but they can be encouraged that other people have emerged from that "dark place". A general discussion ensued and a number of members congratulated the team on an excellent presentation and commended the development of the comic book.

In response to a Mrs O'Hagan's query regarding lessons learnt for the health sector, **Ms Lyons** advised that the book was only launched in November 2019 and it has been very popular due to its readability (average reading age of people in

prison is 8 years old) and people in prison can relate to the characters. Further evaluation of the project will take place.

Regarding a query on and follow through into the community, **Ms Lyons** advised that there is a Start 360 Group for Addictions in prison and workers involved have expressed disappointment that they cannot continue to support people who have ceased abusing drugs when they are released from custody.

02/20 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.

03/20 CHAIRMAN'S BUSINESS

The **Chairman** welcomed Mr J Large, Trade Union representative, to the audience. He also introduced Mr S Martin, Executive Support Services Manager, and Mrs V Woods, Assistant Executive Support Services Manager, who attended today as part of their induction programme.

The **Chairman** advised that that it is hoped to advertise the permanent Chief Executive position in the next month. He would keep members advised of progress on this issue.

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

Members received, for information, Paper No: SET/01/20, Chair's Report, which had been circulated with papers for the meeting. In relation to the item on Industrial Action the **Chairman** noted that he had witnessed, first hand, staff volunteering to cover various roles in order to maintain patient services. He hoped that everyone would continue to build on the Trust values demonstrated during this period.

The **Chairman** highlighted the section in his report on Car Parking and how this will be reviewed given that it is part of everyone's experience. **Mr McGoran** confirmed that a report is currently being prepared by Mr Thompson, Assistant Director Patient Experience, the outcome of which will be presented to a future meeting. **Mr Mawhinney** commented that a recent Belfast Telegraph article on Hospital Car Parking Charges for which the headline indicated "unfair money making processes" and then said that this Trust was utilising the funds to offsetting rising costs, etc. In response, **Mrs Weir** advised that car parking charges are in line with the Department of Health (DoH) circular. Charges have recently been introduced in Lagan Valley Hospital and there have been some issues which are being addressed through liaison with the Council, PSNI and residents.

In relation to the Industrial Action, **Mr Patton** asked if hardship payments were available for any affected staff. In response, **Mrs Weir** advised that, to date, no staff have sought hardship payments as a result of strike action but processes are in place, if required.

The **Chairman** invited Non-Executive Directors to highlight any issues from recent visits/meetings that they had attended. In response, **Ms O'Hagan** reported that, arising from the Hyponatremia Enquiry, the DoH are preparing guidance document for new and existing Non-Executive Directors and she had been involved in this work. She said the guidance will be a useful reference document rather than a handbook as such as it totalled circa 300 – 400 pages. **Dr Briscoe** said that she considered the document too large and suggested a short Aide-Memoire would also be useful.

04/20 CHIEF EXECUTIVE'S BUSINESS

On behalf of Trust Board members, **Mr McGoran** extended condolences to the Chairman and Mr Bradley on the recent passing of their mothers.

Mr McGoran advised that it is hoped that permanent appointments will be made to the Director of Finance & Estates and the Director of Children's Services & Executive Social Work posts by the end of February 2020. He noted that interim arrangements will continue for the Director of Hospital Services, Director of Adult Services & Prison Healthcare and the Director of Finance & Estates.

In relation to the recent Industrial Action, **Mr McGoran** noted that the action has been suspended by all Trade Unions except NIPSA who continue with action short of strike. He commended all staff for their work during these challenging times and noted the work of the Incident Control Room, the Liaison Group and the close working relationships with Trade Union colleagues throughout the process. He outlined the significant impact on the Trust's services during this period and noted the reduction in Mental Health Assessment Services; Children's Services; Disability Day Centres; restricted services in GP Treatment Rooms and the cancelled outpatient appointments and day case procedures. Whilst the impact was significant it could have been worse if not for the assistance of Trade Union staff and volunteers. It is sad that staff had to take this action for their voice to be heard and believed that the Trust's culture and good relationships have been maintained through this challenging period. **Mr McGoran** noted that the 'New Decade, New Approach' document had recently been published and summarised some of the key points for health and social care - multi-year budgets and approaches to Health & Social Care challenges including waiting lists, Mental Health, etc. He advised that Ms Coulter's staff had prepared a short briefing paper on this subject and will circulate a copy to members post today's meeting. Initial high expectations for funding are now waning and confirmation is now awaited. On behalf of Trust Board members, **Mr Brady** commended the efforts of everyone through the period of industrial action.

Regarding Muckamore Abbey Hospital patients, **Mr McGoran** advised that Trust staff continue to liaise with Belfast Trust and DoH colleagues to expedite resettlements. **Mr McGoran** also advised that the Commissioner of Older People has recently released a document entitled – The Commissioner's View – A Summary of the Responses to Home Truths. Members noted that **Ms Patterson** will present a paper on this subject (including the outcome of the CEPA review when published), at a future Trust Board.

05/20 MINUTES OF THE PREVIOUS MEETING HELD ON 27 NOVEMBER 2019

The minutes of the previous meeting held on 27 November 2019, having been previously circulated, were agreed as a true and accurate record subject to the following amendments:-

Item 117/19, Page 3 – delete the sentence “Mrs Minford commented that she had missed these events ... (as she had attended both events)”.

Item 125/19, Page 8 – replace **Ms O’Hagan** commended the Report ... in relation to the Non-Executive Director role to read “Mrs O’Hagan commended the Report and acknowledged the work undertaken to reduce unallocated cases and asked that future reports provided more information and relevant data in respect of adoption cases”.

06/20 MATTERS ARISING FROM THE PREVIOUS MINUTES

There were no matters arising from the previous minutes.

07/20 FINANCE REPORT FOR THE PERIOD ENDED 31 DECEMBER 2019

Members received, for discussion, Paper No: SET/02/20 Finance Report for the period ended 31 December 2020, which had been circulated with the papers for the meeting. In presenting the report, **Mr Morgan** advised that the Trust is on track to achieve breakeven by the end of the financial year. There is currently a small deficit of £44k, which would project to year end as £55k deficit, and this relates to a shortfall in Pharmacy savings associated with switching. It has been a challenging financial year and the Trust is on track to achieve 99% of our low impact savings plans (£12.4m). He noted that the Salaries & Wages graph indicated a smooth trajectory and the small spike in Medical & Dental at Month 8 related to a pay award. Flexible staffing has remained consistent and **Mr Morgan** noted that this may show a dip next month due to industrial action but the Critical Bank Shift pilot has been successful. The Goods & Services expenditure has remained smooth and is as projected. Page 15 of the Finance Report was highlighted and **Mr Morgan** confirmed that plans are in place to utilise the full capital allocation.

Mr Morgan noted that there will be challenges in 2020/21 as there are one-off savings during 2019/20 which cannot be repeated. He commented that there will be additional investment for the NI Assembly and that the Trust is awaiting clarification of the financial settlement for Health. **Mr Mawhinney** noted the discussion at the Finance & Performance Committee on 29 January 2020 and commended all Directors and their staff for this financial position. The **Chairman** thanked Mr Morgan for a very informative report.

08/20 PERFORMANCE MANAGEMENT REPORTS – SCORECARD/DASHBOARD

Members received, for discussion, Paper No: SET/03/20 Scorecard and Paper No: SET/04/20 Dashboard for December 2019 which had been circulated with the papers for the meeting.

Ms Coulter noted that the New Decade New Approach document carried a strong theme of Health & Social Care key priorities in recognition of unacceptably long waiting lists and the need for transformation. As mentioned earlier in the meeting, there is no certainty yet on funding and therefore achievement of the “no patient waiting for outpatient, inpatient or day case for more than 52 weeks” will be easier to say than deliver. In addition to funding issues, there are also workforce and capacity issues. She noted that across the region there are almost 90k people awaiting outpatient appointments with 22.5k patients in the South Eastern Trust area. There are 22.5k people awaiting Inpatients, Day Cases and Scope Procedures and staff are working with the Health & Social Care Board to break this down per organisation.

In presenting the reports, **Ms Coulter** noted the following:-

- **Red Flag:** majority of patients with a suspect cancer are seen within 2 weeks. Ms Coulter and Mr Robinson had a positive meeting with HSCB colleagues on 30 January 2020 regarding this issue. Additional funding investment for red flags has been received – Dermatology and Plastics to be treated in the Independent Sector.
- **Unscheduled Care:** The 4 hour target continues to be relatively strong across the Trust (67%). There was a very high number of 12 hour breaches.
- **Cancer Pathways:** The 14 and 31 day pathway for breast cancer is strong but there are challenges for the 62 day pathway. In December there were 37% of patients treated within 62 days. There were 33 patients who did not achieve this target but there are individual care pathways for them.
- **Complex Discharges:** There were 370 complex discharge patients delayed over 48 hours and of those 94 were delayed for more than 48 hours. Liaison continues with Belfast Trust to improve this position.
- **Psychological Therapies:** There are issues regarding demand and capacity due to vacancies and staff sickness. Members are well aware of the issues in this area.
- **Children's Services:** There were 207 unallocated cases over 20 days in December 2019 which is an increase of 45 on the previous month and a rise of 61 on December 2018. Of these cases, Child Protection cases continue to take priority.

In relation to the Performance Improvement Trajectories, **Ms Coulter** noted these are continuing well except for Psychological Therapies and Dementia Services.

Discussion took place regarding the presentation and, in response to a query regarding Emergency Department performance, **Dr Robinson** noted that due to patient flow issues within the Hospital, patients can be managed and cared for in the Emergency Department until a bed is available. **Mr Martyn** commented that due to the longer wait in the Emergency Department, some patients' conditions improve and they can be discharged rather than become an inpatient.

In respect to Children's Services, **Ms Mongan** noted that this performance is a concern regionally and the five Trust Directors and the HSCB have sent a business case to DoH for consideration in relation to changes in practice ie,

amendments to skill mix in order to provide additional capacity. A response is awaited.

Dr Briscoe left the meeting at this juncture.

A short discussion ensued on the performance report and in response to Dr Briscoe's query, **Ms Coulter** said that the Trust priorities will change in due course in response to New Decade, New Approach. The Programme for Government will be re-energised and hopefully get back on track. In addition, the Department has established a Strategic Performance Management Oversight Group which she is a member of and hopefully she will be in a position to influence change.

In response to a query regarding the cancelled appointments during the periods of industrial action, **Ms Coulter** advised that these patients have received alternative dates or a letter asking them to make contact with the Trust to reschedule. This has been achieved through additional weekend lists and increased medical day cases.

The **Chairman** thanked Ms Coulter for a very comprehensive presentation.

09/20 TRANSFORMATION PROGRAMME

Members received, for consideration Paper No: SET/05/20 Transformation Programme which had been circulated with the papers for the meeting. **Ms Coulter** advised that in 2019/20 the allocation of £18.9m will be spent with only a small amount of slippage being returned. This is a very strong performance. Details are contained in the report circulated to members. In response to Mrs O'Hagan's question, **Ms Coulter** confirmed it is too early at this stage to evaluate projects.

Ms Coulter noted that staff are engaged with the regional review on Urgent and Emergency care. A consultation exercise is expected in Spring 2020.

10/20 DELIVERING CARE – A FRAMEWORK FOR NURSING AND MIDWIFERY WORKFORCE PLANNING TO SUPPORT PERSON CENTRED CARE IN NORTHERN IRELAND. SET UPDATE POSITION

Members received, for discussion, a presentation on the update position for SET against the Delivering Care – A Framework for Nursing and Midwifery Workforce Planning to Support Person centred Care in Northern Ireland.

Ms McRoberts gave a detailed presentation during which she outlined the aims and objectives of the project, the methodology used within the framework and the Trust position against each of the phases. It was noted that there is a significant evidence base linking nurse staffing and appropriate skill mix levels with positive outcomes for patients. There are significant challenges including regional, national and international shortage of nurses and the length of recruitment processes.

Ms McRoberts detailed the 10 phases of Delivering Care and noted that only Phase 1 which covered inpatient general and specialist inpatient wards, has received full funding.

Ms McRoberts advised that recruitment is a significant issue and she outlined the current local and international processes. She noted that there is significant input required for international staff to support them to achieve their NMC registration.

Work is also ongoing across the Trust to support retention of the existing workforce and this is starting to show encouraging outcomes. The Trust's transfer policy is being developed to attempt to facilitate staff wishing to move between areas/sites without having to go through a full recruitment process.

In conclusion, **Ms Patterson** noted the funding and staffing issues. Discussion took place regarding the challenges experienced in the recruitment process via BSO. In response, to the Chairman's request to contact BSO about this matter, **Mrs Weir** said that issues such as this have already been raised at the Regional Customer Forum and are currently being addressed. **Dr Robinson** said that within Hospital Services nurse staffing receives detailed attention at the Control Room meetings which occur four times per day. The **Chairman** thanked Ms Patterson and Ms McRoberts for a very comprehensive presentation.

11/20 UPDATE – IMPLEMENTATION OF HYPONATRAEMIA RECOMMENDATIONS

Members received, for information, Paper No: SET/06/20, an update on the Implementation of the Hyponatraemia Recommendations which had been circulated with the papers for the meeting. In presenting the paper, **Mr Martyn** noted that it has been two years since the Report and recommendations are expected from the various Departmental Work Streams shortly. These recommendations will be progressed by the Trust's Implementation Group. He also noted that there are very few children under age of 16 admitted into adult wards unless there is a specific reason. In these cases, they receive appropriate input from the Paediatric Team/s.

12/20 ANY OTHER BUSINESS

(a) EU Exit

Mrs Weir noted that the United Kingdom will exit the EU at 11.00pm tonight. The transition period will be from now until December 2020. The EU Exit Internal Working Group has been temporarily stood down but will keep a watching brief on the matter and will reconvene meetings, as and when necessary.

(b) Closing remarks by the Chairman

The Chairman thanked everyone for attending today's meeting and confirmed the next meeting is in Downshire Hospital, Downpatrick. He asked all Directors' to convey Trust Board's thanks and appreciation to all their managers/teams for their contribution during the recent Industrial Action. He welcomed the restoration of the Executive and Assembly and hoped that this would bring benefits for patients and the community. He thanked the community for its understanding during the recent industrial action.

13/20 DATE AND VENUE OF NEXT MEETING

The **Chairman** confirmed that the next Public Trust Board meeting will be held on **Wednesday 26 February 2020 at 11.00 am in the Great Hall, Downshire Hospital, Downpatrick.**

Date: _____

**Mr Deep Sagar
Chairman**

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