

SOUTH EASTERN HEALTH AND SOCIAL CARE TRUST

**Minutes of a Public Meeting of the
South Eastern Health & Social Care Trust Board
held on Wednesday 25 November 2020 at 2.16 pm
in Meeting Room, Trust HQ, Ulster Hospital, Dundonald and via Meeting Platform**

PRESENT: Mr J Patton, Chairman (Acting)

**PRESENT IN A
REMOTE LOCATION:** Mr S McGoran, Interim Chief Executive
Mr C Martyn, Medical Director
Mrs B Campbell, Director of Children's Services & Executive
Director of Social Work
Ms W Thompson, Director of Finance and Estates
Ms N Patterson, Director of Primary Care, Older People &
Executive Director of Nursing
Mr N Brady, Non-Executive Director
Mrs H Minford, Non-Executive Director
Dr M Briscoe, Non-Executive Director
Mr M Mawhinney, Non-Executive Director
Ms J O'Hagan, Non-Executive Director

**IN ATTENDANCE IN A
REMOTE LOCATION:** Mrs M O'Kane, Interim Director of Adult Services & Prison
Healthcare
Ms R Coulter, Director of Planning, Performance & Informatics
Mrs M Weir, Director of Human Resources & Corporate Affairs
Dr D Robinson, Interim Director of Hospital Services

Rev. D Gamble, Lead Chaplain, Patient Experience*
Mrs H Savage, Specialist Nurse Organ Donation, Surgery*

IN ATTENDANCE: Mrs M McNally, Assistant Director, Risk Management and
Governance & Board Secretary
Mr S Martin, Executive Support Services Manager (minutes)

Mr P McCloskey, Trust Bereavement Co-ordinator*

*Attended for Service Presentation only

APOLOGIES: None

COMMENCEMENT OF MEETING

The Chairman, Mr J Patton, extended a warm welcome to all those attending.

The Chairman further welcomed Mrs Martine McNally to her first meeting as the newly appointed Board Secretary and wished her success in her new post. **The Chairman** outlined a number of housekeeping points and asked Members to speak clearly to ensure their points are captured and responded to directly.

**92/20 SERVICE PRESENTATION – MANAGING END OF LIFE AND BEREAVEMENT
DURING COVID-19**

The Chairman welcomed Mr Paul McCloskey, Rev. Don Gamble and Mrs Heather Savage from the Trust Bereavement Team and invited them to present on Managing End of Life and Bereavement During Covid-19.

Ms Patterson introduced the presentation by noting that as Chair of the Trust Bereavement Forum she had been privileged to work alongside the team particularly this year and expressed her appreciation for their attendance today.

In presenting, **Mr McCloskey** noted that as a result of the Covid-19 pandemic and the associated visiting restrictions the Trust initiated a Family Liaison Support Service which between 1 April 2020 and 2 November 2020 had made 512 calls to bereaved families. There was an early recognition that the pandemic had increased the emotional and physical burdens of staff particularly those dealing with the death of individuals. In response a range of supports have been provided via the Livewell programme and a drop-in hub provided by psychological services.

Mrs Savage explained how the team provided practical help for families with the setting up of virtual visiting devices and making sure they were well informed about what to expect on visits. They also checked in with nursing staff after a virtual visit, end of life conversation or death of a patient to offer reassurance.

Rev Gamble provided an insight into how the Chaplaincy Service had taken forward innovations including the production of sealed information packs for patients and the 'Hope in a Crisis' booklet, arranging Spiritual Care walk-rounds for staff and using Vocera to communicate directly with patients in their rooms. **Rev Gamble** advised that the Church had been kept open as a prayer/reflection room and explained how they had changed procedures to ensure End of Life Care remained possible. Additional innovations included the Chaplaincy Domiciliary Service, Chaplaincy training via Zoom and the distribution of chaplaincy details via a card for NIAS drivers. **Rev Gamble** concluded that amongst the key learning outcomes was the importance of bringing the chaplains out of the sanctuary directly to service users with initiatives relying on staff to initiate contact with chaplains proving less successful.

Mr Mawhinney wished to record his appreciation for the team's efforts particularly their focus on the human dimension and stated he had little doubt that some of their efforts would be captured by the Trust Compliments scheme. **Mr McGoran** advised EMT had receiving a presentation from the team previously and he had been humbled by the incredible work they had taking forward with colleagues. **Mr McGoran** underscored that supporting staff in every possible way must remain a priority and was a clear example of collective leadership.

Mrs O'Hagan stated that she could only imagine how difficult their roles are under pre-Covid circumstances and she took great comfort knowing the team undertaking this work which was in her view absolutely wonderful. **Dr Briscoe** described the team's work as inspirational and welcomed the important role played by psychological services highlighting the individual Thank You messages conveyed to staff from bereaved families was particularly heartening. **Mr Brady** added his voice in praise of the service stating that the overnight change in activity clearly spurred a re-thinking which they had taken forward with gusto

placing the personal touch and families in everything they did. **Mr Brady** stated that the quality of what was provided was truly amazing and there was much for the team to be very proud of.

Mrs Minford associated herself with all previous comments making reference to the annual Remembrance Service as another example of the work of the team which was to her a particularly special event. **Mrs Minford** stated that their efforts were always very much appreciated and stayed in people's hearts forever.

The Chairman concluded by stating that it had been an important reminder of the work that can go unseen but makes the world of difference to those who find themselves in need and stated that the Board owed them a great debt of gratitude for turning challenge into opportunity.

93/20 **DECLARATION OF POTENTIAL CONFLICT OF INTERESTS WITH ANY BUSINESS ITEMS ON THE AGENDA**

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

94/20 **CHAIRMAN'S BUSINESS**

Members received and noted, for information, Paper No. SET/60/20 Chair's Report as tabled.

95/20 **CHIEF EXECUTIVE'S BUSINESS**

There were no matters to raise not already part of the main agenda.

96/20 **MINUTES OF THE PREVIOUS MEETING HELD ON 30 SEPTEMBER 2020**

Members were content for the minutes of the meeting held on 30 September 2020, having been previously circulated, to be taken as read and signed as a true and accurate record.

97/20 **MATTERS ARISING FROM THE PREVIOUS MINUTES**

There were no matters arising from the previous minutes.

98/20 **FINANCE REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2020**

Members received, for information, Paper No. SET/61/20 Finance Report for the period ending 30 September 2020 as tabled. **Ms Thompson** advised that the Trust was reporting a year to date deficit at Month 6 of £6.3m and a forecast year end deficit of £12.6m which will be remain under review. **Ms Thompson** updated on on-going work to refine Covid costs and assess the impact of the October Monitoring Round. **Ms Thompson** further advised that expenditure currently sits at £11.3m year to date which is within target and invited questions.

Responding to **Mr Mawhinney** on nursing and midwifery salary costs as compared to staff numbers, **Ms Thompson** noted a slight increase in spend offset by movement elsewhere though acknowledged increased bank and agency

staff usage to cover service critical rotas. **Mr Mawhinney** asked for an update on the international nursing recruitment scheme. **Ms Patterson** explained regional recruitment had been paused from April until September 2020 but the Trust's local programme had through good quality management and use of technology been able to facilitate recruitment of a group of students due to arrive very shortly. **Ms Thompson** advised that an internal steering group had been established to look at options for the development of the scheme.

Mrs O'Hagan asked in light of potential non-recurrent monies to assist in-year pressures how would this impact the current in-year savings programme. **Ms Thompson** stated that the majority of savings had been achieved so there was no requirement for further measures always mindful that any additional funding will be non-recurrent in nature. **Mrs O'Hagan** asked if Trade Union colleagues had been engaged with in terms of the financial challenges and more generally during the pandemic. **Mr McGoran** confirmed this was the case and that all Directors worked collectively with Trade Union colleagues on all relevant matters to ensure that strong working relationships are maintained

99/20

PERFORMANCE MANAGEMENT REPORTS

Members received and noted, for information, Papers No. SET/62/20 Performance Management Reports as tabled.

Ms Coulter highlighted Paper No: SET/63/20 HSC Rebuild which contained Performance Reporting information for consideration. **Ms Coulter** advised all targets had been met paying particular tribute to Hospital Services colleagues who had balanced Covid and non-Covid activity to facilitate as much elective work as possible. **Ms Coulter** also advised of strong performances against target by Adult Services, Cancer Services and Allied Health Professions. **Ms Coulter** added that all performance data is closely monitored and reported to HSCB on a three weekly basis.

Mrs O'Hagan welcomed the reports and asked given expectations had been exceeded in Phase 2 how this might be reflected in Phase 3. **Ms Coulter** confirmed that targets were set mindful of the uncertainties created by the pandemic. Services included predicted activity for Phase 3 but are not in a position to take account of any potential further surge impact. **Ms Patterson** added that a Covid vaccine roll-out will also impact staff availability.

Mr Brady stated that the Encompass programme had been referenced heavily in earlier Rebuild plans and asked for an update to which **Ms Coulter** advised that the primary focus remains on building and supporting the technical infrastructure to enable services during the pandemic. **Mr Brady** thanked Ms Coulter and noted there had always been in his view an over-reliance on the role Encompass might play given the relatively early stage it remains at. **Mr McGoran** agreed that progress might be impacted until pandemic pressures had been addressed.

100/20 TRANSFORMATION PROGRAMME

Members received, for information, Paper No. SET/64/20 Transformation Programme Report as tabled.

Ms Coulter stated addendums had been submitted for all projects requiring ongoing funding in 2020/21 with funding requirement amounting to £11.458m adding that PPEs were being finalised for all projects. **Ms Coulter** advised that engagement continues with Commissioners and Regional Project Owners to inform the ongoing process of evaluation and prioritisation in relation to 2021-22 funding and evaluations on the Programme's impact will be shared in due course.

101/20 INTERIM REPORT ON THE DISCHARGE OF DELEGATED STATUTORY FUNCTIONS AND CORPORATE PARENTING

Members received, for information, Papers No. SET/65/20 Interim Report on the Discharge of Delegated Statutory Functions and Corporate Parenting as tabled.

Ms Campbell noted that a rating of significant compliance had been achieved during the reporting period and highlighted a number of key areas for Members:

- There had been a significant decrease in children being referred for an assessment of need (805) from 2140 in March 2020 to 1335 on 30 September 2020 potentially attributable to less professional involvement during the lockdown period. To ensure the needs of children at risk continued to be met the Trust had worked closely with the Education Authority and local schools to identify those in need of support and develop activities to respond to these needs.
- The continued increase in demand for kinship placements had impacted on the number of unregulated placements with 86 kinship foster care households in the process of being assessed as kinship carers - an increase from 56 at 31 March 2020. 67 of these are children where placements have not been approved within 12 weeks.
- A total of 3744 statutory visits to children who are looked after took place during the period with 922 being outside statutory timescales. Innovative responses to ensure visits were undertaken through the use of technology to mitigate risk.
- There had been an increased number of younger children with disabilities who require higher levels of family support and short breaks. Demand for service provision and direct payments continued to rise. There had also been increased need for placements outside the family home.
- Unallocated cases – despite increased funding staffing challenges remain.

Mrs Minford asked about the challenges faced by the leaving care service in relation to mental health, drugs and alcohol misuse which she suggested could be a topic for consideration at a future Trust Board Workshop. **Ms Campbell** agreed and undertook to liaise with the Corporate Parenting Team to progress.

Dr Briscoe asked what impact had there been following the statement of purpose change for Lindsey House and for an overview of the support for families of children with disabilities particularly those residing in learning disability units. **Dr Briscoe** noted the overall increase in PSNI referrals of children within the Trust's care with concern and asked with Muckamore Abbey Hospital closed to admissions if this would put pressure on mental health in-patient wards. **Mrs O'Kane** confirmed this was the case and her team were actively engaging with HSCB and DoH to progress an assessment and treatment model with extra resources made available to support patients during their hospital stay via the Behaviour Support Service. **Ms Campbell** advised of wider changes within Children's Services and agreed to provide an update on current developments within residential facilities once further information becomes available.

102/20 **REVISED TERMS OF REFERENCE FOR TRUST BOARD TO REFLECT COVID-19 & HSC REBUILD**

Members received, for approval, Paper No. SET/66/20 Revised Terms of Reference for Trust Board as tabled.

The Chairman advised Members that the opportunity had been taken to update the Terms of Reference with a small number of typographical changes as well as the inclusion of the previous agreed wording to reflect Covid-19 and HSC Rebuild arrangements. Following a short discussion, **the Chairman** sought, and received approval for the Revised Terms of Reference.

103/30 **REPORT AND MINUTES OF THE FINANCE AND PERFORMANCE COMMITTEE MEETING HELD ON 28 SEPTEMBER 2020**

Members received, for information, Papers No: SET/67/a&b/20 in relation to the Minutes of the Finance and Performance Committee Meeting held on 28 September 2020 chaired by Mr Mawhinney, Non-Executive Director.

Mr Mawhinney confirmed there were no significant issues to bring to the attention of the Board.

104/20 **REPORT AND MINUTES OF THE AUDIT COMMITTEE HELD ON 8 OCTOBER 2020**

Members received, for information, Papers No: SET/68/a&b/20 in relation to the Minutes of the Audit Committee Meeting held on 8 October 2020 chaired by Mr Brady, Non-Executive Director.

Mr Brady highlighted the key issues from the last meeting and confirmed there were no significant issues to bring to the attention of the Board.

105/20 **REVISED TERMS OF REFERENCE FOR THE AUDIT COMMITTEE TO REFLECT COVID-19 & HSC REBUILD**

Members received, for information, Paper No: SET/68/c/20 being Revised Terms

of Reference for the Audit Committee as tabled.

Mr Brady confirmed the inclusion of the previously agreed wording to reflect the current Covid-19 pandemic and HSC Rebuild arrangements. **The Chairman** sought, and received approval for the Revised Terms of Reference.

106/20 **REPORT AND MINUTES OF THE CHARITABLE TRUST FUNDS COMMITTEE MEETING HELD ON 16 OCTOBER 2020**

Members received, for information, Papers No: SET/69/a&b/20 in relation to the Minutes of the Charitable Trust Funds Committee Meeting held on 16 October 2020 chaired by Mrs Minford, Non-Executive Director.

Mrs Minford highlighted the key issues from the last meeting and confirmed there were no significant issues to bring to the attention of the Board.

107/20 **REVISED TERMS OF REFERENCE FOR THE CHARITABLE TRUST FUNDS COMMITTEE TO REFLECT COVID-19 & HSC REBUILD**

Members received, for information, Paper No: SET/69/c/20 being Revised Terms of Reference for the Charitable Trust Funds Committee as tabled.

Mrs Minford confirmed the inclusion of the previously agreed wording to reflect the current Covid-19 pandemic and HSC Rebuild arrangements. **The Chairman** sought, and received approval for the Revised Terms of Reference.

108/20 **ANY OTHER BUSINESS**

SET Covid Learning Framework

Dr Briscoe commended the Covid Learning Framework which both she and the Chairman had engaged with recently and acknowledged the efforts of the team in capturing crucial learning the Trust. **The Chairman** stated it was an impressive piece of work and **Mr McGoran** paid tribute to the team leading the process which was in his view a demonstration of the values of collective leadership and a culture focused on safety, quality and improvement.

Seasonal Best Wishes

The Chairman referred to this as being the final Public Trust Board meeting of 2020 prior to Christmas extended thanks to all Members for their support over this last year. **The Chairman** paid particular tribute to all staff colleagues and wished everyone a safe and peaceful Christmas.

109/20 **DATE AND VENUE OF NEXT MEETING**

The Chairman confirmed that the next Public Trust Board meeting will be held virtually on **Wednesday 27 January 2021 at 2pm hosted from Trust Headquarters, Ulster Hospital, Dundonald.**