

SOUTH EASTERN HEALTH AND SOCIAL CARE TRUST

**Minutes of the Public Meeting of the
South Eastern Health & Social Care Trust Board
held on Wednesday 26 May 2021 at 2 pm
in Meeting Room, Trust HQ, Ulster Hospital, Dundonald and via Zoom**

PRESENT (in HQ): Mr J Patton, Chairman (Acting)

**PRESENT IN A
REMOTE LOCATION:** Mr S McGoran, Interim Chief Executive
Mr C Martyn, Medical Director
Ms 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
Dr M Briscoe, Non-Executive Director
Mr M Mawhinney, Non-Executive Director
Mrs J O'Hagan, Non-Executive Director
Mrs H Minford, Non-Executive Director
Mr N Brady, Non-Executive Director

**IN ATTENDANCE IN A
REMOTE LOCATION:** Mrs M O'Kane, Director of Adult Services & Prison Healthcare
Ms N Dunbar, Incoming Interim Director, Planning, Performance &
Informatics
Mrs C Smyth, Interim Director of Human Resources & Corporate
Affairs
Dr D Robinson, Director of Hospital Services
Ms R Coulter, Director of Planning, Performance & Informatics
Mrs M McNally, Assistant Director, Risk Management and
Governance & Board Secretary

**IN ATTENDANCE (in
HQ):** Mr S Martin, Executive Support Services Manager (minutes from
Item 4.0)
Mrs M Anderson, Personal Assistant, Executive Support Services
Team (minutes until Item 3.0)
Ms R Boyce, Kiwoko Steering Group (presentation only)
Ms E McKay, Interim Assistant Director, Learning and
Improvement Regulation (Social Work & Social Care) (Item 7.2
only)

APOLOGIES: None

OPENING REMARKS

The Chairman, Mr J Patton, extended a welcome to all attending today's meeting particularly Ms Naomi Dunbar, incoming Interim Director, Planning, Performance & Informatics, Ms Ruth Boyce representing the Kiwoko Steering Group and Ms Eileen McKay, Interim Assistant Director, Learning & Improvement Regulation (Social Work & Social Care).

The Chairman outlined a number of housekeeping items noting that no apologies had been rendered for today's meeting. **The Chairman** concluded his remarks by asking that Members speak clearly to ensure their points are captured and responded to directly.

PRESENTATION BY KIWOKO STEERING GROUP – COVID'S IMPACT ON KIWOKO

Members received, for information, a copy of the Kiwoko Steering Group's most recent newsletter which had been circulated with the papers in advance of today's meeting. **The Chairman** provided a brief update in terms of recent fundraising efforts to support Kiwoko and stated that he was pleased that the Steering Group was represented today by **Ms Boyce** in order for Members to be advised of recent activity in support of the organisation.

Ms Boyce played a short video produced for today's meeting by the staff team in Kiwoko themselves. **Ms Boyce** also provided a brief overview of the impact that Covid had had on both the hospital itself and on the Steering Group's ability to fundraise during this period. **Ms Boyce** paid tribute to the Chairman's interest and efforts in providing the Group with much needed support and stated that she looked forward to the partnership continuing as we hopefully move out of the current Covid period. **Ms Boyce** responded to a number of questions from Members and expressed her gratitude to Trust Board for their support.

30/21 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.

31/21 CHAIRMAN'S BUSINESS

The Chairman confirmed that he had tabled a report for consideration which had been made available in the papers for today's Public Trust Board meeting which was noted by Members.

The Chairman stated that it was his pleasure to formally record that Ms Roisin Coulter had been selected as the Trust's next Chief Executive effective upon Mr McGoran's early retirement at the end of June 2021. **The Chairman** paid tribute to Ms Coulter as a long standing and valued member of the Executive Management Team and extending congratulations on behalf of Trust Board on her appointment. **The Chairman** concluded by stating the role of Chief Executive in such a significant organisation is no mean feat and that Ms Coulter had his full support as Chairman of Trust Board as she takes up the reins in due course. **Ms Coulter** thanked the Chairman for his kind words.

32/21 CHIEF EXECUTIVE'S BUSINESS

Mr McGoran confirmed that Ms Naomi Dunbar had been appointed as Interim Director of Planning, Performance & Informatics with effective from 1 June 2021 and would be working with Ms Coulter during the month of June to ensure a smooth transition.

Mr McGoran also extended his personal congratulations to Ms Coulter on her appointment to fill the post of Chief Executive upon his early retirement and paid tribute to her expressing full confidence in her ability to lead the Trust through the years ahead.

33/21 MINUTES OF THE PREVIOUS MEETING HELD ON 24 MARCH 2021

Members were content for the minutes of the Public Meeting held on 24 March 2021, having been previously circulated, to be taken as read and signed as a true and accurate record.

34/21 MATTERS ARISING FROM THE PREVIOUS MINUTES

The Chairman noted there were no matters arising from the previous minutes.

35/21 PERFORMANCE MANAGEMENT REPORTS

Members received, for consideration, Paper No. SET/27/21 End-Year Scorecard 2020/21 and No. SET/28/21 Performance Management Report both of which had been circulated with the papers for today's meeting. **Ms Dunbar** provided Members with a comprehensive overview of the Scorecard highlighting that while the pandemic has had an unprecedented impact on service delivery the Trust had performed well across the various Rebuild service objectives. **Ms Dunbar** highlighted a number of key points including:

Hospital Services

- Face to face outpatient services had to be suspended for many services during the second and third surge of the pandemic which impacted on outpatient wait performance. This had been mitigated where possible via the use of virtual services for appropriate specialities.
- Demand continues to increase in urgent/suspect cancer referrals and Unscheduled Care. Diagnostic reporting had been impacted through reduced staff cover during the pandemic.
- Compliance against the 62-day standard for cancer remained challenging and impacted by both the after effects of the pandemic and increasing demand. However, performance against the 31-day target had been over 92% for the last twelve months with eight breaches in March 2021 and the Trust continuing to maximise options to manage demand appropriately.

Primary Care & Older People Services

- Allied Health Profession services had had a significant number of staff redeployed from outpatient services during the pandemic and the availability of staff had impacted on waiting list performance. Each profession had however utilised technology and continued face to face treatments where possible over the last 12 months ensuring urgent referrals were triaged and advice given to patients so that treatment continued during this period.

Adult Services

- The Trust had met its 9-week target for patients to be assessed following referral in Adult Mental Health Services.
- Three remaining patients are due to be resettled from Muckamore. New services are being developed to meet this need. However, in two of the

three cases discharge is not yet feasible due to ongoing care being provided.

- Psychological Services continues to experience a long –standing gap in resource available to meet demand. Throughout Covid the service continued to deliver intervention via remote technologies. Performance has been impacted by increased demand, increase in case complexity and staff recruitment challenges.

Children’s Services

- In April 2020, the definition of an unallocated case was changed which resulted in an increase in reporting of unallocated cases. In May 2020, recurrent funding was provided through the DoH business case to recruit a total of 20 new Social Work and Social Work Assistant posts. Whilst this has a long term goal of improving capacity across teams and targeted recruitment efforts had been employed both across the Trust and regionally, recruitment remains as a challenge due to a lack of available workforce within Northern Ireland. As a consequence, safeguarding continues to have a high number of Social Work vacancies. Improvement work has commenced with BSO and regional colleagues to address inefficiencies and issues with recruiting social work staff into Safeguarding. As such, the reporting on and operational management of unallocated cases is progressing with the implementation of a tracker for monitoring caseloads across child and family teams providing greater transparency and increased accountability on unallocated cases and referrals in Children’s Services.

Mrs O’Hagan asked for additional information on how the regional approach to Rebuild might take shape going forward and also sought to confirm whether any modelling had been done on a regional basis with thought to an ethical system or any formal work towards appropriate collaboration going forward. **Dr Robinson** responded that discussion is on-going on a regional base in conjunction with HSBC particularly around Unscheduled Care and elective activity. On the latter point, **Dr Robinson** highlighted the Minister’s decision to support the Lagan Valley Hospital DPU which had commenced some work on a pilot for hernias. In addition, regional prioritisation was being taken forward in line with appropriate medical guidance. Concluding, **Dr Robinson** advised that colleagues across the region are approaching their daily pressures on a collaborative basis which was a positive development. **Mrs O’Hagan** asked whether there was a specific recovery fund for HSC Trusts provided certain requirements were met. **Mr McGoran** advised that non-recurrent Covid funding had been made available and Finance colleagues would be considering any impact there may be following the June monitoring round in terms of waiting list funding. **Mrs O’Hagan** asked was any work being taken forward to test or screen the continuation of services as now delivered post-Covid. **Mr McGoran** responded this had been a topic of discussion with DoH earlier today with further detailed consideration needed on the overall impact of changed delivery models with the premise being that HSC needs to be assured that these new ways of working actually prove to be better ways for service users.

Dr Briscoe asked about the contingency planning for tackling the waiting list situation on a regional basis noting Dr Robinson’s comments on regional prioritisation which should be welcomed. **Dr Robinson** responded that much of

the discussion so far had been focused on Unscheduled Care given immediate pressures such as Covid.

The Chairman concluded the discussion by stating that HSC had had through necessity to turn the tap off suddenly but turning it back on again may prove to be more incremental to ensure sustainability in terms of service delivery.

36/21

SEHSCT DISCHARGE OF DELEGATED STATUTORY FUNCTIONS & CORPORATE PARENTING ANNUAL REPORT 2020/21

Members received, for approval, Paper No. SET/29/21 SEHSCT Discharge of Delegated Statutory Functions & Corporate Parenting Annual Report 2020/21 which had been circulated with the papers for today's meeting. **Ms Campbell** provided a brief outline of the report and introduced Ms McKay to present to Members on its key aspects. In presenting, **Ms McKay** highlighted the following points:

- Within Social Care Governance Arrangements there is an unbroken line of professional accountability with appropriate support, supervision and workforce development. Recruitment and retention remains a challenge but significant efforts have been made in terms of both and this is beginning to bear fruit.
- Within Children's Services, key areas of focus continue to be unallocated case, care planning & placement availability, kinship assessments, unregulated placement, children with disability and/or complex health needs, mental health hospital admissions for young people under the age of 18, residential care improvement plans and pathways around leaving care.
- The service had been working diligently to anticipate and plan for the impact of the implementation of the Mental Capacity Act which may see increased demand on the workforce and medical staff with timings proving difficult due to the environment caused by Covid-19.
- Within Mental Health, the team had experienced increased referrals and hospital admissions with the social work service providing supervision as well as support to carers.
- Adult Disability Services had seen progress on assessments and the treatment model as well as with regards the resettlement programme.
- Within Primary Care & Older People, domiciliary care services, adult protection gateway team and the wrap around support provided to care homes continued to work well despite the unprecedented challenges of the last year.

In concluding, **Ms McKay** noted that key areas of focus for 2021/22 will be recruitment and retention, the development of alternative options for looked after children's placements, ensuring compliance with the Mental Capacity Act, increasing the numbers of ASWs and the regional review of the Executive Director of Social Work as well as associated governance arrangements.

A short discussion ensued. **Mrs O'Hagan** sought clarification in relation to how the Trust approached the potential risks associated with judicial review applications and where within the current governance structure such issues would be reported and/or escalated if appropriate. **Ms McKay** provided a brief overview of the current

position and **Mrs McNally** also provided additional context in respect of litigation services. Responding to a query from **Dr Briscoe**, **Ms Campbell** provided additional information on the challenges faced with regards social work as teams engage with those suffering poor mental health. **Dr Briscoe** responded that it remained a source of concern that mental health service provision continued to face both financial and staff resource challenges across the region.

The Chairman then sought and obtained approval from Members to accept the report as tabled.

37/21 COVID-19 VACCINATION PROGRAMME UPDATE

Members received, for information, a verbal update from **Ms Coulter** on the Covid-19 Vaccination Programme. Ms Coulter particularly highlighted the recent recruitment of circa 130 medical students to assist with service provision over the summer period which she stated was a welcome development. A short discussion ensued during which **Ms Coulter** responded to questions from a number of Members covering a range of issues from additional workforce capacity at the SSE Arena, the impact on the on-going programme of rebuilding services of staff deployment on site to the role the Moderna vaccine might play.

The Chairman thanked both Ms Coulter, Ms Dunbar and the wider team for their efforts to date.

38/21 SEHSCT ADOPTION PANEL ANNUAL REPORT 2019/20

Members received, for information, Paper No. SET/30/21 SEHSCT Adoption Panel Annual Report 2019/20. In presenting, **Ms Campbell** provided a brief verbal summary of the tabled report for the information of Members noting amongst other issues that:

- there had been a significant increase in the number of best interest recommendations made from eighteen to twenty-nine which was the highest numbers in seven years and the highest across the region.
- The number of adopters recommended for approval had increased from eleven to twenty-four which was the highest across the region.
- Matching recommendations remained high at twenty-seven
- Panel time was utilised more effectively with four additional panels having to be scheduled to meet demand and avoid delay and less gaps in panel schedules occurring due to case readiness and more forward planning.

The Chairman extended his thanks to his fellow Adoption Panel Non-Executive Director members for their continued contribution to the work of the panels noting that the work undertaken was of life-changing consequence.

39/21 REPORT AND MINUTES OF THE FINANCE & PERFORMANCE COMMITTEE MEETING HELD ON 26 APRIL 2021

Members received, for information, Paper No. SET/31a-b/21 Report and Minutes of the Finance & Performance Committee meeting held on 26 April 2021. In presenting, **Mr Mawhinney** advised that there were no items to bring to the attention of Trust Board.

40/21 **REPORT AND MINUTES OF THE AUDIT COMMITTEE MEETING HELD ON 26 APRIL 2021**

Members received, for information, Paper No. SET/32a-b/21 Report and Minutes of the Audit Committee held on 26 April 2021. In presenting, **Mr Brady** advised that there were no items to bring to the attention of Trust Board.

41/21 **REPORT OF THE AUDIT COMMITTEE MEETING HELD ON 12 MAY 2021 AND THE REPORT OF THE REVIEW OF EFFECTIVENESS OF THE COMMITTEE FOR 2020/21**

Members received, for information, Paper No. SET/33a-b/21 Report of the Audit Committee meeting held on 12 May 2021 and the Report of the Review of the Effectiveness of the Committee for 2020/21.

In presenting, **Mr Brady** advised Members that a summary report had been tabled to advise Members not on the Audit Committee of the topics under consideration at the meeting most particularly consideration of the draft Annual Report and Accounts. **Mr Brady** continued that as per existing practice the draft minute of the meeting would be tabled at the August 2021 Trust Board meeting once the Annual Report and Accounts have been laid before the Northern Ireland Assembly. **Mr Brady** also briefly outlined the contents of the Review of the Effectiveness of the Committee for the period 2020/21 for Members' information.

42/21 **AUDIT COMMITTEE REVISED TERMS OF REFERENCE AND PROGRAMME OF WORK FOR 2021/22**

Members received, for approval, Paper No. SET/34a-b/21 Audit Committee Revised Terms of Reference and Programme of Work for 2021/22. In presenting, **Mr Brady** advised Members that the Committee had considered each document and recommended appropriate amendments. Following a brief discussion, Members approved the documents as tabled.

43/21 **ANY OTHER BUSINESS**

August 2021 Trust Board Meetings

The Chairman advised that Mrs McNally was scoping what a return to in-person or hybrid Trust Board meetings might require and that subject to Northern Ireland Executive regulations and DoH/HSC guidance at the time the Trust Board Secretary was exploring the possibility of an in-person meeting at the Great Hall, Downshire Estate in time for the scheduled meetings due to be held on Wednesday 26 August 2021. **The Chairman** advised he would consult with Members and remain in adherence of NI Executive guidance before any final decision was taken.

44/21

DATE AND VENUE OF NEXT MEETING

The Chairman confirmed that the next Public Trust Board meeting will be held on Wednesday 23 June 2021 at 2 pm via Zoom hosted from in the Meeting Room, Trust HQ.

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