

## SOUTH EASTERN HEALTH AND SOCIAL CARE TRUST

**Minutes of the Public Meeting of the  
South Eastern Health & Social Care Trust Board  
held on Wednesday 23 June 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  
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  
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  
Ms J Loughrey, Head of Communications

**IN ATTENDANCE (in  
HQ):** Mr S Martin, Executive Support Services Manager (minutes)  
Mr C Campbell, Senior Manager, Safe & Effective Care  
(presentation only)

**APOLOGIES:** Ms N Dunbar, Interim Director, Planning, Performance &  
Informatics  
Mr M Mawhinney, Non-Executive Director

### **OPENING REMARKS**

**The Chairman**, Mr J Patton, extended a welcome to all attending today's meeting.

**The Chairman** outlined a number of housekeeping items noting those apologies that had been rendered for today's meeting. **The Chairman** concluded by asking that Members speak clearly to ensure their points are captured and responded to directly.

### **SERVICE PRESENTATION – VIRTUAL VISITING INITIATIVE**

Members received, for information, a copy of a presentation on the Trust's Virtual Visiting Initiative which had been circulated with the papers in advance of today's meeting. **Ms Patterson** stated that as visiting restrictions were put in place due to Covid-19, wards began to facilitate virtual.

**Ms Patterson** noted that as of March 2021, the Trust had introduced its own dedicated Virtual Visiting Programme with the broad aim of keeping inpatients and families connected through the facilitation of video calls. **Ms Patterson** then introduced Mr Campbell to present to Members on the initiative.

**Mr Campbell** advised Members of how the programme was brought to fruition and the measures taken to deliver the service whilst balancing the additional staffing and equipment resource required to fulfil bookings amongst other considerations. **Mr Campbell** briefed Members on the Family Experience Feedback to date and the next steps being considered as we learn to live with Covid-19 and as relaxation on holiday visiting restrictions continue.

**Mr Campbell** concluded by paying tribute to the team behind the initiative namely Ms P Courtney, Ms L Blakely, Ms M Watson, Mr L Brown, Mr J Marcus and Mr S Powell.

A short discussion ensued. Responding to a query from **Mrs O'Hagan**, **Ms Patterson** noted that ideally the service would continue but this would be subject to sufficient resources going forward. **The Chairman** thanked Mr Campbell for a very comprehensive presentation which he said was a testament to the care provided by Trust staff to patients.

**45/21**      **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.

**46/21**      **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 meeting.

**The Chairman** updated Members on the launch of the Boardroom Apprentice scheme for 2021/22 which had taken place earlier that day noting that Trust Board would be participating in the programme for the first time with our first Apprentice expected to take up position on 1<sup>st</sup> September 2021.

**47/21**      **CHIEF EXECUTIVE'S BUSINESS**

**Mr McGoran** advised that he had no matters to raise under this agenda item.

**48/21**      **MINUTES OF THE PREVIOUS MEETING HELD ON 26 MAY 2021**

Members were content for the minutes of the Public Meeting held on 26 May 2021, having been previously circulated, to be taken as read and signed as a true and accurate record.

**49/21**      **MATTERS ARISING FROM THE PREVIOUS MINUTES**

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

**50/21**      **PERFORMANCE MANAGEMENT REPORTS**

Members received, for consideration, Paper No. SET/35/21 Scorecard and No. SET/36/21 Performance Management Report both of which had been circulated with the papers for today's meeting. **Ms Coulter** explained the Trust's input into service delivery plans submitted to DoH yesterday (22 June 2021) and provided a comprehensive overview of the Scorecard highlighting that while the pandemic had impacted the Trust had performed well across the various 49 Rebuild indicators with 41 categorised has either been achieved or over-delivered by the end of May 2021 and the remaining 8 categorised as red namely performance in day cases (84%), cancer services – 31 day activity (60%) and 62 day activity (53%), podiatry new 82% with review appointments at 104% adult mental health new (83%) and review (81%) and home births (1 out of 4 anticipated).

**Ms Coulter** highlighted a number of other key points including:

### **Hospital Services**

- Demand continues to increase within Unscheduled Care with a 14% increase in average daily attendance since 2018 and 17% increase in maximum daily attendances. Average daily 12 hour breaches are up 94% since 2018 and 47% in terms of maximum daily 12 hour breaches (77% increase in 12 hour breaches in May 2021 compared to May 2019) largely due to lack of in-patient bed capacity. In addition, there has been a 9% increase in GP referrals to the Emergency Departments between 2018 and 2021 and 8% in May attendances via ambulance between 2019 and 2021.
- 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 strong for the last twelve months and the Trust continuing to maximise options to manage demand appropriately.
- Despite ongoing pressures, we are approaching our in-patient pre-Covid performance with day cases at 84% of the Rebuild target but back to pre-Covid level.

### **Primary Care & Older People Services**

- Physiotherapy New achieving over and over Rebuild targets and Podiatry New achieving 82% of Rebuild targets and Reviews at 104% against target.
- Dementia New (115%) and Reviews (91%) are achieving Rebuild targets.

### **Children's Services**

- Early Help initiatives at Single Point of Entry underway with an Early Help Co-ordinator in post, Family Support team in Ards established and Quality Improvement resource for staff in early stages.
- Recruitment on-going (high level vacancies) – recent regional and targeted student recruitment successful in filling circa 75% existing B5/6 vacant social work posts.
- Within Child Protection 2 breaches identified for 15 day target for

completed assessment so both were completed on Day 16 by way of clarification.

- In terms of Family Support Assessment, 37% of initial assessments are completed within 10 days and 85.7% of cases allocated for a family support pathway assessment within 20 days
- The Trust continues to provide short breaks for families in need of support as well as a range of other support including outreach support.

### **Adult Services**

- OST is a new service with demand exceeding commissioned levels.
- Long recognised demand capacity gap within Psychological Therapies with a breach position likely to remain until addressed
- Within Mental Health, key issues include increased rates of urgent and emergency referrals, increase rate of admission with sustained pressure on inpatient services, higher level of continuous observations adding to pressure on inpatient workforce, increased acuity and seriousness of the alcohol and drug related problems and higher than normal rates of First Episode Psychosis.
- Plans are progressing to resettle the remaining patients in Muckamore Abbey Hospital which were impacted as a result of the pandemic.

**Ms Coulter** invited Dr Robinson to provide an update on breast cancer services.

**Dr Robinson** stated that since March 2021 workforce challenges had become particularly apparent. The Trust had recently appointed a new consultant breast surgeon which was a positive step for sustaining services moving forward.

Discussion ensued. **Dr Briscoe** sought clarification on the numbers provided in relation to Emergency Department attendances and asked in terms of the next steps in the Rebuild journey how would the objectives be monitored. **Dr Robinson** responded that discussions were continuing with DoH.

**Mrs O'Hagan** asked what the plans were for the summer period within Hospital Services. **Dr Robinson** advised that his team would continue their current efforts recognising that the summer period will impact on workforce availability and see a potential increase in demand. **Ms Coulter** added that the Service Delivery Plans or Rebuild Phase 6 was for the summer period and Executive Management Team colleagues had taken into account anticipated annual leave within that process.

**The Chairman** concluded the discussion by stating that it was clear operational pressures remain and have the potential to increase markedly very quickly and expressed his thanks to staff for their incredible contribution.

51/21

### **SEHSCT RURAL NEEDS ANNUAL MONITORING REPORT 2020/21**

Members received, for approval, Paper No. SET/37/21 SEHSCT Rural Needs Annual Monitoring Report 2020/21 which had been circulated with the papers for today's meeting. **Ms Coulter** provided a brief outline of the report and highlighted the following points:

- The Trust has a legal duty under the Rural Needs Act 2016 to ensure due regard is paid to the consideration of the social and economic needs of service users in rural areas when developing, adopting, implementing and revising policies, strategies and plans and when designing and implementing public services.
- The appendix attached documents the rural needs screening templates which had been completed by Trust leads during the reporting period where an impact on rural needs had been identified.

A short discussion ensued after which **the Chairman** sought and received approval of the 2020/21 rural needs annual monitoring return for submission to DEARA by the deadline of 30 June 2021.

#### **52/21 COVID-19 VACCINATION PROGRAMME UPDATE**

Members received, for information, a verbal update from **Ms Coulter** on the Covid-19 Vaccination Programme highlighting significant uptake over the preceding weekend and commended staff for their efforts in delivering this regional service.

Responding to a query from **Mrs Minford** on timescales for leaving the facility, **Ms Coulter** noted that we have a licence agreement with the Odyssey Trust for the use of the SSE Arena until the end of August 2021 and remain accountable to DoH on the delivery of the roll-out. **Mr McGoran** added that progress was reviewed at EMT every week. **Mrs Minford** responded that the media coverage had been heartening to which **Ms Coulter** paid tribute to Ms Loughrey and the Communications Team for their partnership working with DoH.

#### **53/21 REPORT OF THE GOVERNANCE ASSURANCE COMMITTEE MEETING HELD ON 16 JUNE 2021**

Members received, for information, Paper No. SET/38/21 Report of the Governance Assurance Committee meeting held on 16 June 2021. In presenting, **Dr Briscoe** provided a brief verbal summary of the tabled report for the information of Members highlighting the presentation given on the Risk Management & Governance Review and the discussion had on cyber security.

#### **54/21 REPORT OF THE CHARITABLE FUNDS COMMITTEE HELD ON 16 JUNE 2021 AND THE REPORT OF THE REVIEW OF THE EFFECTIVENESS OF THE COMMITTEE 2020/21**

Members received, for information, Paper No. SET/39a-b/21 Report of the Charitable Funds Committee meeting held on 16 June 2021. **Mrs Minford** asked Members to note the Report of the Review of the Effectiveness of the Committee for the period 2020/21 as tabled.

#### **55/21 CHARITABLE FUNDS COMMITTEE REVISED TERMS OF REFERENCE AND PROGRAMME OF WORK 2021/22**

Members received, for approval, Paper No. SET/40a-b/21 Charitable Funds

Committee Revised Terms of Reference and Programme of Work for the period 2021/22 as considered and recommended at the Charitable Funds Committee meeting held on 16 June 2021. **Mrs Minford** advised of a number of minor changes thereafter seeking and obtaining approval for the documents as tabled.

**56/21**      **REPORT OF THE AUDIT COMMITTEE MEETING HELD ON 16 JUNE 2021**

Members received, for information, Paper No. SET/41/21 Report of the Audit Committee meeting held on 16 June 2021. **Mr Brady** advised Members that the tabled report was a summary of an important meeting to consider the final draft Annual Report and Account.

**Mr Brady** noted that the Committee had received a very positive Report to Those Charged with Governance and paid tribute to Ms Thompson as well as the wider Finance team for their efforts including a number of technical issues to allow for an unqualified opinion once again. **The Chairman** echoed Mr Brady's comments.

**57/21**      **ANY OTHER BUSINESS**

**Chief Executive's Early Retirement**

**The Chairman** referred to the fact that this was the final Trust Board meeting that Mr McGoran would be attending as interim Chief Executive prior to his early retirement at the end of the month. **Mr McGoran** thanked Members for the privilege of working with them all and stated that it had been a pleasure to lead the South Eastern Health and Social Care Trust over the preceding two years. **Mr McGoran** remarked that the Trust's culture grounded in collective leadership had served us well and as he handed over to his successor, Ms Coulter, he had no doubt that those values would continue. **Mr McGoran** concluded by thanking Members and wishing them the best for the future.

**Mr Brady** paid tribute to Mr McGoran stating that he could be very proud of his many achievements throughout his fantastic career and that he was sure the McGoran family quite rightly shared in that pride. **Mrs O'Hagan** stated that she wished to thank Mr McGoran for his contribution particularly over the last couple of years noting that Trust Board colleagues had been very grateful that he had delayed his original plans to lead the Trust through the pandemic providing consistency through the benefit of his organisational memory and experience which would be missed. **Mrs O'Hagan** added that it was fitting that Mr McGoran was being succeeded by Ms Coulter. **Dr Briscoe** commented that she had personally thoroughly enjoyed working with Mr McGoran over many years having admired his expertise, knowledge and calm leadership approach particularly in recent times. **Mrs Minford** thanked Mr McGoran for his service commenting that he had always conveyed a calmness reassuring to everyone around him and wished him well for whatever life had in store for him next.

Speaking on behalf of Executive Management Team colleagues, **Ms Coulter** advised how Mr McGoran had been visiting teams over the last number of weeks

meeting as many staff colleagues as possible to thank them for the continuing efforts in turbulent times and in her view had been each had been a memorable event as there had been so many well-wishers that the visits would inevitably over-run! **Ms Coulter** concluded that the tributes today by Members reflected a lifetime of service to Health & Social Care and appropriately recognised Mr McGoran's invaluable contribution. **Ms Coulter** stated that it was her privilege to be Mr McGoran's successor.

**The Chairman** concluded the tributes by noting that to a person this had been a difficult day stating that there are times in life you are ready to say farewell to someone and that he could confidently say Members were not in that place today. **The Chairman** remarked that **Mr McGoran** had demonstrated collective leadership before it even had a name and his empathy for everyone on the Board past and present had been evidenced when it was needed with countless people with their stories of how and when Mr McGoran came alongside and gave support.

**The Chairman** commented that Members were especially grateful for the manner in which Mr McGoran had worked towards a seamless transition to the incoming Chief Executive. **The Chairman** thanked Mr McGoran for his service and for the excellent working partnership extended to him as Chair. **Mr McGoran** thanked Members for their kind remarks and best wishes.

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#### **DATE AND VENUE OF NEXT MEETING**

**The Chairman** confirmed that the next Public Trust Board meeting will be held on **Wednesday 25 August 2021 at 2 pm via Zoom hosted from in the Meeting Room, Trust HQ.**