

SOUTH EASTERN HEALTH AND SOCIAL CARE TRUST

**Minutes of a Public Meeting of the
South Eastern Health & Social Care Trust Board
held on 31 August 2022 at 2.45pm in the Great Hall, Downshire Estate, Downpatrick**

PRESENT: Mr J Patton, Chairman (Acting)

Ms R Coulter, Chief Executive

Mr N Brady, Non-Executive Director
Mr M Mawhinney, Non-Executive Director
Mrs J O'Hagan, Non-Executive Director
Ms B Campbell, Director of Children's Services & Executive
Director of Social Work
Mr C Martyn, Medical Director
Mrs H Moore, Director of Planning, Performance & Informatics
Mrs M O'Kane, Director of Adult Services & Prison Healthcare
Ms N Patterson, Deputy Chief Executive, Director of Primary Care,
Older People & Executive Director of Nursing
Dr D Robinson, Director of Hospital Services
Mrs C Smyth, Interim Director of HR & Corporate Affairs
Ms W Thompson, Director of Finance and Estates

IN ATTENDANCE: Ms J English, Boardroom Apprentice
Ms J Loughrey, Head of Communications
Ms L Preece, Assistant Director, Adult Disability Services
Mrs M McNally, Assistant Director, Risk Management and
Governance (Board Secretary)

Dr C Semple, Reader in Clinical Cancer Nursing (presentation)
Mr S Martin, Executive Support Services Manager (minutes)

OPENING REMARKS

The Chairman welcomed everyone to the meeting and recorded his thanks for the co-operation of Members in adhering to social distancing measures in place.

STAFF PRESENTATION – CANCER PREHABILITATION

Members received a presentation on Multimodal Cancer Prehabilitation from **Dr Semple**.

Dr Semple outlined the programme which was aimed at optimising how individuals deal with the physical and psychological consequences of disease and side effects of treatment. **Dr Semple** explained how Areas of Excellence were scoped out including learnings from Greater Manchester's 'Prehab4cancer' programme. **Dr Semple** outlined the different elements of the Multimodal Programme, explained the referral process, how assessment worked in partnership with Move More Co-ordinators and highlighted treatment and follow-up options as well the challenges faced emphasising the value of family, carers and friends being actively encouraged to attend appointments and to join in to adopt healthier lifestyle behaviours.

Mr Brady commended the initiative referencing a recent BBC segment he had seen on its success. **Mr Mawhinney** asked how feedback was made use of and **Dr Semple** replied monthly meetings allowed for real-time learning and adaptations adding the potential benefits that might arise if more patients were able to engage in the pathway earlier in their medical journey. **Mrs O’Hagan** asked about the psychological impact of a diagnosis noting the impact of the pandemic with **Dr Semple** explaining how emotional distress was screened for and the options available to assist with its management. **Ms Coulter** stated the Trust was fortunate to have great nursing leadership again demonstrated by today’s presenter. **Dr Semple** recorded thanks to the Trust for being supportive of her career and research journey.

The Chairman concluded by thanking Dr Semple for her presentation on behalf of Members.

1.0 APOLOGIES

Apologies for non-attendance were recorded on behalf of Mrs H Minford (Non-Executive Director), Dr M Briscoe (Non-Executive Director) and Mrs M O’Kane (Director of Adult Services & Prison Healthcare).

2.0 DECLARATION OF POTENTIAL CONFLICT OF INTERESTS WITH ANY BUSINESS ITEMS ON THE AGENDA

There were no declarations of interest made at this juncture or during the meeting.

3.0 CHAIRMAN’S BUSINESS

Members noted **SET/52/2022 Chairman’s Report** and **the Chairman** advised he had arranged for Members to receive a hard copy of NIAO’s revised Board Effectiveness: A Good Practice Guide, the launch of which he was in attendance at. Members noted **SET/53/2022 Proposed Schedule of Dates for Trust Board Meetings 2023**. **The Chairman** asked that the dates be reviewed and any issues made known to Mrs McNally in advance of the next meeting at which time a final Schedule would be tabled for approval.

In conclusion, **the Chairman** paid tribute to Ms Judith English who was attending her final Trust Board meeting as Board Apprentice. **The Chairman** stated that Ms English had made a significant contribution and departed with the highest regard of all Members. **The Chairman** then presented Ms English with a small token of appreciation on behalf of Trust Board and stated that he looked forward to engaging with the Boardroom Apprentice programme in the future.

4.0 CHIEF EXECUTIVE’S BUSINESS

Ms Coulter referred to the arrival of ‘Together’, a photobook based on the photographic work of Dr Goh during the pandemic and added all staff would receive their own copy as part of Courage and Commitment Week.

5.0 MINUTES OF THE PREVIOUS MEETING HELD ON 29 JUNE 2022

The minutes of the Public Trust Board meeting held on 29 June 2022, having been previously circulated, were agreed as a true and accurate record.

6.0 MATTERS ARISING FROM THE PREVIOUS MINUTES OF 29 JUNE 2022

Members noted **SET/54/2022** Matter Arising Sheet – there being two matters listed with one closed since the last meeting and one which will be closed following today's meeting.

7.0 ITEMS FOR DISCUSSION

7.1 SEHSCT ANNUAL EQUALITY & GOOD RELATIONS PROGRESS REPORT 2021/22

Members received, for approval, **SET/55/2022 SEHSCT Annual Equality & Good Relations Progress Report 2021/22** with **Mrs Smyth** highlighting the following points:

- The Trust produces an Annual Progress Report detailing how statutory obligations have been met which if approved is submitted to the Equality Commission of Northern Ireland (ECNI).
- 2021/22 saw Year 4 completion of the 2018-23 Action Plans as well the Multi-Cultural and the Disability Forums being formed.
- 2022/23 will see consultation for the 2023-28 Action Plans and activity on how to build on the Reverse Mentoring pilot scheme.

Mr Brady congratulated the Equality Team on their work and in particular the quality of their newsletter. **Mr Brady** asked if consideration had been given to applying for a Diversity Mark. **Mrs Smyth** replied she would check and update in due course. **Mr Mawhinney** asked if Equality and Good Relations were part of the corporate mind-set having asked the same in regards to Rural Needs previously and what opportunities for collaboration existed between these areas. **Mrs Smyth** replied each were well-established aspects of how the Trust operated demonstrated by the new Staff Forums. **Mrs O'Hagan** noted the increase in staff receiving training and asked how this was monitored across the workforce. **Mrs Smyth** explained mandatory Equality training forms part of induction/on-boarding with a requirement to update every three years.

At this point, **the Chairman** sought and obtained approval for the Annual Progress Report 2021/22 for submission to ECNI.

7.2 FINANCIAL REPORT AS OF 30 JUNE 2022

Members received, for discussion, **SET/56/2022 Financial Report** with **Ms Thompson** highlighting the following points:

- There was now a steady increase in a number of non-pay expenditure lines due to inflationary pressures.
- With the exception of independent sector care tariffs and funding for energy costs, there had been no indication of the availability of general non-pay inflationary uplift funding.

- In the absence of an agreed NI Executive Budget for 2022/23, discretionary spend was to be avoided. Minister Swann recently spoke publicly of an estimated £400m cost pressure across HSCNI.
- The Trust was currently forecasting a core 2022/23 deficit position for of circa £33.6m and have plans to achieve circa £11.1m of savings mainly through adjustments alongside other efficiencies.
- Total capital expenditure so far sat at £0.741m with full spend against CRL allocation of £20.57m expected to be achieved.
- In relation to General Capital CRL of £7.7m and Backlog Maintenance projects CRL of £2.75m, EMT had approved the allocation to individual schemes.
- Prompt Payment Target of payment to 95% of suppliers within 30 days of receipt of invoice had been missed for a third month. In June 2022, the rate paid was 94.3% and communication had been issued to all staff to draw attention to ensuring prompt approval.

Mr Mawhinney asked about the impact of a temporary increase in financial levels of approval on Finance & Performance Committee. **Ms Thompson** replied the Committee would now consider business cases of higher values. **Mrs O'Hagan** referred to the ring-fenced allocations for Transformation and No More Silos being in deficit and a lack of further Covid-related monies. **Ms Thompson** stated a prudent approach had been taken and work continues with SPPG to address the deficits and reduce costs pressures.

Mr Brady stated given the assumption DoH would fully fund both Transformation and Non More Silos it may make undertaking future projects less attractive. **Ms Coulter** replied there had been examples of where improved outcomes had been demonstrated yet there was a lack of available funding to sustain them but this gave impetus to demonstrating clearly how the financial input was central to the performance output. **The Chairman** asked given the forecast deficit what measures does the Board need to be considering at this time. **Ms Thompson** advised that she had received assurance from SPPG that the requirements of extant departmental circulars were being met given that the Trust had not yet formally been notified of its final 2022/23 allocation.

7.3 INTEGRATED PERFORMANCE MANAGEMENT REPORT – JULY 2022

Members received, for discussion, **SET/57/22 Integrated Performance Management Report (July 2022)**. **Mrs Moore** highlighting a number of key points:

- Performance against trajectories can be summarised as 28 meeting target, 17 outside target and 7 which are new metric, have no baseline data available or are delayed/quarterly returns.
- Within **Hospital Services, Cancer Performance** sit at 54% (against 100%) for 14 days, 97% (against 98%) at 31 days and 46% (against 95%) at 62 days. **Mrs Moore** explained the July holidays & a 9% increase in referrals this year had both impacted the figures.
- Within **Emergency Departments**, 58.7% treated and discharged home or admitted within the 4-hour target time (down from 60.8%).

- **Adult Non-Elective Discharges** saw average weekend discharge rates at 19% just below the expected 21% with **Mrs Moore** stating that workforce stabilisation is vital in achieving overall targets.
- Within **Primary Care and Older People** and **Community Dental**, there were 152 new contacts against a trajectory of 193 equating to 79% though Review Contacts recorded 842 against 737 (an over-achievement of 114%). The shortfall in new patient assessments was due to staff dealing with a backlog of existing patients unable to be treated effectively during the pandemic. The service was down two dental surgeries in a main site due to a major refurbishment project.
- In relation to **Complex Discharges**, 47.8% of discharges were less than 48 hours (down from 50.7% on last month against a 90% target). Discharges less than 7 days saw 76.9% of discharges against a target of 100% (down from 81.7%).
- Within **Adult Services & Prison Healthcare**, as a consequence of a consistently higher demand and staff pressures, there had been an increase in patients waiting more than 9 weeks for assessment (a total of 179 people equating to 52% of all referrals in that sector). **Mrs Moore** noted the service had highlighted increased referrals, was an indicator of the anticipated mental health surge.
- **Children's Services** achieved 78 initial Family Assessments completed against a target of 109 (72% against target) with a direct correlation between assessment activity and staff pressures.

Mrs O'Hagan asked what work had been undertaken to identify causes of underperformance compared with other Trusts. **Ms Coulter** replied this had been long established practice adding the majority of targets were being achieved. **Dr Robinson** stated it was reasonable to compare current activity levels with July 2019 which indicated similar performance being achieved. **Mr Martyn** cautioned comparing HSCNI to the system in England which takes a tariff based approach and operates on a multi-year budget model was not comparing like with like. **Mr Brady** agreed comparison with July 2019 was useful taking into account increased demand not matched by corresponding budgetary uplift.

Mrs O'Hagan and Ms English left the meeting at 4.03pm.

8.0

ITEMS FOR NOTING

8.1 PUBLICATION OF THE REVIEW OF GENERAL SURGERY IN NORTHERN IRELAND BY MINISTER SWANN

Members noted **SET/58/2022 Review of General Surgery in NI.**

8.2 PUBLICATION OF THE RQIA REVIEW OF THE SYSTEMS AND PROCESSES FOR LEARNING FROM SERIOUS ADVERSE INCIDENTS

Members noted **SET/59/2022 RQIA Review of the Systems and Processes for Learning from Serious Adverse Incidents.**

8.3 MINISTERIAL UPDATE ON HSC PAY AWARD 2022/23 – DOH PRESS RELEASE

Members noted **SET/60/2022 Ministerial Update on HSC Pay Award**.

8.4 MINISTERIAL LETTER TO ALL HSC STAFF DATED 11 JULY 2022

Members noted **SET/61/2022 Letter from Minister Swann 11 July 2022**.

9.0 COMMITTEE BUSINESS

The Chairman stated there had not been any Committee meetings since the last Trust Board meeting given the summer period and this item was an opportunity to raise any emerging matters that required attention.

There were no items raised.

10.0 ANY OTHER BUSINESS

The Chairman thanked Ms Campbell for her contribution to Trust Board and wished her well for the future with today marking her final day as Director of Children's Services & Executive Director of Social Work.

11.0 DATE AND VENUE OF NEXT MEETING

The Chairman advised that the next Public Trust Board meeting would be held on Wednesday 28 September 2022 at 2.30pm in Lagan Valley Island, Lisburn.

The Chairman thanked everyone for their participation and declared the meeting closed at 4.07pm.