

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 September 2024 at 1.55pm in the Recreation Hall, Trust Headquarters, Ulster Hospital, Dundonald

- PRESENT:** Mr J Patton, Chairman of Trust Board
- Ms W Thompson, Deputy Chief Executive, Director of Finance & Estates
- Mr N Brady, Non-Executive Director
Mr K Donaghy, Non-Executive Director
Mrs R Gibbs, Director of Adult Services & Healthcare in Prison
Mr R Havlin, Non-Executive Director
Mr C Martyn, Medical Director
Mr N McKinley, Non-Executive Director
Mrs H Minford, Non-Executive Director
Mrs H Moore, Director of Planning, Performance & Informatics
Mr M Neil, Director of Unscheduled Care, Medicine & Cancer
Dr Robinson, Deputy Chief Executive, Executive Director of Nursing, Midwifery & AHPs and Director of Patient Experience
Mrs J O'Hagan, Non-Executive Director
Ms M Parks, Director of Surgery, Elective Care, Maternity & Paediatrics
Mrs A Quirk, Non-Executive Director
Mrs C Smyth, Director of People & Organisational Development
- IN ATTENDANCE:** Mrs M McNally, Assistant Director, Risk Management & Governance (Board Secretary)
Mrs R Gray, Assistant Director, Quality (obo Mrs Dickson)
Ms M-L Sloan, Assistant Director, Lakewood, Residential, Leaving Care & Looked After Children (obo Mrs Preece)
Dr P Donnelly, Consultant Cardiologist & Clinical Director for Research* (for presentation only)
Ms J Loughrey, Head of Communications
Executive Support Manager, Chief Executive's Office (minutes)

OPENING REMARKS

The Chairman covered a number of house-keeping items, advised Ms Thompson was deputising for the Chief Executive at today's meeting before welcoming Ms Gray and Ms Sloan attending on behalf of their respective Directors as well as Dr Donnelly who would be presenting to Members shortly.

PRESENTATION: RESEARCH DEVELOPMENT OVERSIGHT SUB-COMMITTEE

Mr Martyn introduced Dr Donnelly to outline progress in enhancing SET's research profile since the previous update in May 2023.

Dr Donnelly thanked Members for the opportunity to again address Trust Board on the Sub-Committee's achievements, work in progress and future plans to increase capacity and capability for the delivery of research activity across all Directorates, disease areas and specialisms.

Dr Donnelly highlighted the achievement of a an agreed national costing tariff, the improvement in time taken to approve research projects from 118 to 36 days, increased multi-professional research involvement and the successful identification of suitable accommodation on the UHD site to ensure safe and effective service provision for research patients and ongoing work with Estates colleagues to transform this space for research purposes. **Mr Brady** sought information on how the team might connect with the private sector and **Mrs Quirk** highlighted opportunities with voluntary organisations and private citizens seeking to support such initiatives. **Dr Donnelly** laid out his pathway on how SET could become a sustainable and recognised commercial partner of choice for innovative research trails adding he was open to engaging with anyone with an interest in supporting their work.

Mrs O'Hagan asked how effective SET was in terms of co-ordinating internal efforts to support partnership working between the Research team and other departments such as Quality colleagues. **Dr Donnelly** highlighted a number of examples of partnership working including with Mrs Gray and her team before comprehensively outlining how the Sub-Committee aimed to launch a 'People, Place, Process and Pipeline' Forward Plan to support future proofing, succession planning, assurance of organisational memory and intelligence as well as ensuring service resilience. **Mrs O'Hagan** asked what impact Brexit had had within the research community and **Dr Donnelly** explained how his team had adapted to the new regulatory environment.

The Chairman sought clarification on SET's current standing internationally within the research community. **Dr Donnelly** explained SET was well recognised regionally as having a 'can do' attitude and being embedded within established cross-sectoral infrastructure. **Dr Donnelly** added geography did not always assist in terms of international engagement but his team remained firmly open to all appropriate opportunities to work with partners elsewhere.

Dr Donnelly concluded by thanking Members for their support and **the Chairman** confirmed the Board's continued agreement in receiving an annual report from the Sub-Committee.

Dr Donnelly then left the meeting at 3.06pm.

1.0 APOLOGIES

Apologies were noted for Ms Coulter (Chief Executive), Mrs Dickson (Director of Primary Care & Older People's Services) and Mrs Preece (Director of Children's Services & Executive Director of Social Work).

2.0 DECLARATION OF POTENTIAL CONFLICT OF INTERESTS

Mr Brady declared a potential interest having being recently notified of his forthcoming appointment to the Governing Council of Ulster University.

3.0 CHAIRMAN'S BUSINESS

Members noted **SET/84/24 Chairman's Report**.

4.0 CHIEF EXECUTIVE'S BUSINESS

Ms Thompson updated on a forthcoming DoH publication focused on HSC Trust savings plans for 2024/25 including information relating to SET. **Ms Thompson** also referred to a BBC Spotlight programme broadcast yesterday which had focused on the experience of families of those with complex needs and asked Ms Sloan to provide an update. **Ms Sloan** explained how the programme had chronicled the challenges faced by local families –a

number of which were known to SET. **Ms Sloan** advised of ongoing difficulties in facilitating short term respite and efforts to increase support for all families impacted by this lack of overall capacity. **Ms Sloan** added a Risk Summit had been called for key stakeholders to examine systematic options to a number of issues raised.

5.0 MINUTES OF THE PREVIOUS MEETING HELD ON 28 AUGUST 2024

Members approved the aforementioned minutes.

6.0 MATTERS ARISING

Members noted **SET/85/24 Matters Arising Sheet** of which there were five items - three of which had been completed and the other two carried forward.

7.0 ITEMS FOR DECISION

7.1 ANNUAL REPORT: QUALITY 2023/24

Members received, for decision, **SET/86/24 Annual Quality Report 2023/24**.

Mrs Gray stated DoH mandated each Trust to produce an Annual Quality Report (AQR) for publication on World Quality Day (14 November). **Mrs Gray** explained the AQR's remit was to share the standards of care and improvement of services by exploring five themes: Transforming Culture, Strengthening Workforce, Measuring Improvement, Raising Standards and Integrating Care.

Mrs Gray advised Mrs Dickson as Lead Director for Quality had sought to modernise the AQR to align to SET's Quality 4 All Strategy and explore ongoing work across the Trust. **Mrs Gray** stated the AQR focused on how SET created conditions for quality management, building new reporting structures, learning networks, training teams and working in partnership with service users, communities and across sectors. **Mrs Gray** explained how case studies had highlighted gains across the four Quality quadrants with links embedded across the AQR to Assurance, Governance, Improvement and Audit Reports. **Mrs Gray** also advised a section on sustainability would also be incorporated.

Mrs O'Hagan referred to the Learning from Assurance Quality Approach summary and to SET's three themes giving rise to complaints being linked to staff attitude, behaviours and inadequate communication. **Mrs O'Hagan** asked if SET's approach should be refreshed so staff are more aware their interactions form the basis of good governance not just clinical outcomes. **Mrs Gray** replied SET needed to ensure systems reflected a dynamic culture of transformative learning with staff ownership at its core. **Mrs McNally** added staff guidance had been produced on integrated governance highlighting everyone had their individual part to play.

Mrs Minford commended the AQR as being readable and understandable. **Mrs Minford** also highlighted discussion at yesterday's Finance & Performance Committee on Hospital and Community flow which she felt demonstrated quality improvement having real-life impact. **The Chairman** then sought and obtained approval for the AQR as tabled.

7.2 ANNUAL REVIEW: TRUST BOARD STANDING ORDERS

Members received, for decision, **SET/87/24 Revised Trust Board Standing Orders**.

Mrs Smyth explained a number of revisions had been proposed to the version last approved in February 2023 with the most significant change being the inclusion of a section relating to the now established People & Culture Committee. **Mrs Smyth** added details relating to quorum for Board Committees had been updated to reflect changes agreed by each Committee as part of their respective annual Terms of Reference reviews.

The Chairman acknowledged the significant work involved in preparing the proposed revisions and thanked Mrs Smyth for those efforts. On that basis, **the Chairman** sought and obtained approval for the revisions as tabled.

8.0 ITEMS FOR DISCUSSION

8.1 FINANCIAL REPORT: MONTH 5 2024/25

Members received, for discussion, **SET/88/24 Financial Report: Month 5 2024/25**.

Ms Thompson advised that, for the period ending August 2024, SET was reporting a YTD deficit of £1.5m and continued to hold to a full year forecast deficit of £3.7m subject to in-year achievement of £26.8m of low/medium impact savings as detailed at Page 8 thereof. **Ms Thompson** stated a comprehensive review of savings plans and progress made would be undertaken at the end of September which would involve consideration of emerging new pressures and potential additional slippage. **Ms Thompson** added the results of this would be reported to the next meeting.

Ms Thompson confirmed a non-consolidated one-off payment of £1,505 had been paid to each AfC staff member during Month 5 which had been fully funded. **Ms Thompson** stated pressures within both social and acute care had stabilised but remained at a level greater than originally forecast. **Ms Thompson** added there was evidence to suggest some new potential pressures in relation to high cost drugs which would ordinarily be fully funded but current estimated levels were beyond the initial funding envelope.

Mrs O'Hagan asked where Winter Pressures sat in terms of SET working assumptions and further asked if DoH's stated intention to publicly release Trust savings plans had occurred before. **Ms Thompson** replied Winter Pressures were now present in the system all year round with some scope built into the forecast to take this into account. **Ms Thompson** added she did not recall a previous occasion on which DoH had published individual Trust savings plans.

Mrs Minford asked what current involvement did SET have with Priory Surgery and **Ms Thompson** advised the surgery had been handed back within six months of SET being asked to step in to provide support by DoH.

8.2 INTEGRATED PERFORMANCE MONITORING REPORT: AUGUST 2024

Members received, for discussion, **SET/89/24 Integrated Performance Monitoring Report: August 2024**.

Mrs Moore provided a detailed briefing highlighting a slight dip in performance with a third of metrics achieved or over-delivered as follows:

- 25% of SDP trajectories – status against trajectory greater than 5%
- 2% between 0% and 5%
- 8% between -5% and -1%
- 65% less than -5%

Mrs Moore updated on a number of key areas including hospital activity and cancer performance adding she anticipated an increase in demand arising from Breast Cancer Awareness Month in October. **Mrs Moore** also referred to the deep dive into Unscheduled Care by the Finance & Performance Committee which had focused on the full length of a patient's journey.

Mrs Moore stated AHP review and Complex Discharge performance remained consistent, explained challenges impacting Dementia reviews and provided an update on Children's Services. **Mrs Moore** also reported on the role of Elective Care Centres and changes to how breast cancer appointments would be taken forward on a regional basis with a DoH press release issued today on how such waiting lists would be managed in future.

Mrs O'Hagan referred to how encompass might improve overall length of stay figures and asked if a regional definition had been agreed to allow comparison. **Mrs O'Hagan** also asked about progress on the Corporate Improvement Priorities. **Mrs Moore** explained SPPG's role in determined such definitions within established infrastructure and **Ms Gray** updated on the recent QI Workshop to establish next steps on the Corporate Improvement Priority journey. **Mrs O'Hagan** asked how often Members would receive an update on the Corporate Priorities and **the Chairman** replied it had previously been agreed this would be on a quarterly basis.

Mrs Minford referred to previous Trust Board reviews of the numbers of falls and bed sores as being important in ensuring positive patient experiences. **Dr Robinson** advised these figures had been incorporated into the NME Assurance Report tabled quarterly for consideration.

Mr McKinley referred to a query he had raised at the previous meeting and sought clarification on how Performance Trajectories information worked. **Mr McKinley** specifically referred to those SDP trajectories underperforming by more than 5% and what the expectation was in seeking to ensure better performance.

Mrs Moore provided background on the detail captured and incorporated within the figures. **Mr McKinley** requested additional information to assist understanding of how the process worked which **Mrs Moore** agreed to follow up on.

9.0 ITEMS FOR NOTING

9.1 TERMS OF REFERENCE: FINANCE & PERFORMANCE COMMITTEE

Members noted **SET/90/24 Finance & Performance Committee Terms of Reference**.

10.0 COMMITTEE BUSINESS

10.1 APPROVED MINUTES: FINANCE & PERFORMANCE COMMITTEE – 24 JUNE 2024

Members noted said minutes (**SET/91/24**) with no items of escalation.

10.2 APPROVED MINUTES: AUDIT COMMITTEE – 20 JUNE 2024

Members noted said minutes (**SET/92/24**) with no items of escalation. **Mr Brady** advised the final version of the RTTCWG had been received and would be tabled at the next Committee meeting.

11.0 ANY OTHER BUSINESS

The Chairman referred to Mr Brady's imminent retirement from Trust Board effective 30 September 2024 and recorded his profound appreciation for Mr Brady's many years of service to SET as a Non-Executive Director to Trust Board.

The Chairman recalled Mr Brady's tenure had seen him work consistently and creatively with three Ministers of Health, three Board Chairs, four Chief Executives and three Directors of Finance – not least during a period spanning a global pandemic and the rollout of the new encompass system which Mr Brady had taken a hugely impactful interest in.

The Chairman recorded Mr Brady had graciously agreed to remain in post for an extended period of time to ensure Trust Board continued to benefit from the experience of a Non-Executive Director with financial experience. **The Chairman** stated Mr Brady's contribution had been very much appreciated by all his colleagues particularly in his long-standing role as Chair of the Audit Committee and wished him well for the future.

Mr Brady thanked the Chairman stating it had been a challenging assignment at times but perhaps one of the best of his career in terms of many great colleagues he had the good fortune to work alongside.

12.0 DATE AND VENUE OF NEXT MEETING

The Chairman advised the next Public Board meeting would be held on Wednesday 27 November 2024 at 2.30pm in the QIIC Hub, Trust Headquarters, Ulster Hospital, Dundonald, before closing the meeting at 3.41pm.