

# WESTERN HEALTH & SOCIAL CARE TRUST

## Minutes of a meeting of the Western Health & Social Care Trust Board held on Thursday, 2 August 2007 at 2.15 pm in the Council Chambers, Limavady Borough Council, Connell Street, Limavady

### PRESENT

Mr G Guckian, Chairman  
Mrs E Way, Chief Executive

Mrs S Cummings, Non-Executive Director  
Mrs J Doherty, Non-Executive Director  
Mrs S O’Kane, Non-Executive Director  
Mr N Birthistle, Non-Executive Director  
Mr K Mulgrew, Non-Executive Director  
Mrs B Stuart, Non-Executive Director

Mr J Lusby, Deputy Chief Executive/Director of Planning &  
Performance Management  
Ms N Sheerin, Director of Human Resources  
Mr A Corry Finn, Director of Primary Care & Older People’s  
Services/Executive Director of Nursing  
Dr A Kilgallen, Medical Director  
Mrs M Kelly, Director of Acute Services  
Mr T Millar, Director of Adult Mental Health & Disability  
Services

### IN ATTENDANCE

Mr O Kelly, Head of Communications  
Mrs K Bryson, Assistant Director of Finance [Financial  
Management]  
Ms E Forrest, Personal Assistant

5/07/1

### CHAIRMAN’S BUSINESS

The Chairman welcomed members to Limavady and said he was pleased to be able to hold the Trust Board meeting in various locations across the Trust’s area to be part of the local community.

The Chairman referred to a report of Chairman’s Business. Issues included:-

- The Chairman reported that a response had been received from Dr Andrew McCormick, Permanent Secretary, in relation to the Trust’s report on the assessment of services at Tyrone County Hospital. A Trust Board workshop was held on 18 July 2007 to discuss the issues and the way forward. He confirmed that Trust officers had held a series of meetings in both Omagh and Fermanagh to explain the contents of the report. The Chairman attended a briefing for staff in the Tyrone County on 19 July 2007 and also met with the Omagh Hospital Campaign Group later that day.

- The Chairman advised that the official opening of the Endoscopic Decontamination Unit at Altnagelvin took place on 19 July 2007. The unit was opened by Dame Deirdre Hine, whose review of the decontamination of endoscopes in Northern Ireland led to the introduction of the new guidelines. The unit is a £500k investment in decontamination and will ensure that the Trust adheres to the strict guidelines set by the registering bodies. He thanked Mrs O' Kane for attending this on his behalf.
- The Chairman attended the last meeting of the Reconfiguration Programme Board meeting on 25 July 2007, the body established by the Department to oversee the implementation of the Review of Public Administration in health and social care. The group is being replaced by a Modernisation and Improvement Group which will look beyond RPA to the wider service modernisation and reform.
- The Chairman confirmed that the Trust's annual public meeting will be held on 6 September 2007 at 4.30 pm, immediately following the September Trust Board meeting.
- The Chairman proposed changing the date of the November Trust Board meeting from 1<sup>st</sup> to 8<sup>th</sup> November 2007 to facilitate leave for Directors and others as it is the half term holiday for schools.
- The Chairman advised that Mr Lusby had represented the Trust at an event where the Red Cross was awarded the Queen's Award for voluntary services. The Chairman passed on his congratulations to Mrs Cummings, Chairperson of the Red Cross in Northern Ireland.

Mrs Cummings thanked the Trust Board for the all the support the Red Cross had received from the Trust and said she was delighted to receive the award on behalf of the Red Cross.

- Finally, the Chairman advised members of the retirement of Mrs Stella Burnside, Chief Executive, Regulation and Quality Improvement Authority. He recorded his thanks to Mrs Burnside for all her work in the Health Service and on behalf of members, wished her a long and happy retirement.

5/07/2

### **CHIEF EXECUTIVE'S UPDATE**

Mrs Way updated members on a number of issues:-

#### **ACUTE SERVICES**

##### **Surgery and Anaesthetics Division**

Mrs Way reported that the Trust is making good progress with regard to meeting the access targets for inpatients, day cases and outpatients set by the Minister and is working hard to introduce a new partial booking system for outpatient appointments to help meet the targets for March 2008.

## **Emergency Care and Medicine**

The Trust recruited five Staff Grades including three for the medical assessment service in the Tyrone County. Staff are working hard to ensure that no patient waits more than 12 hours in the A&E Departments and there has been a steady reduction over the past months. Part of the resource to help achieve shorter waiting times in A&E in Altnagelvin is the Acute Medical Unit which has not, as yet, been fully funded by the WHSSB.

## **Diagnostics and Clinical Support Services Division**

In order to meet the Department's waiting list targets with regard to diagnostics, a total of 180 ultrasound examinations will be carried out at Altnagelvin in 30 additional sessions over the next 2-3 months. Up to 600 MRI examinations will be done at the Scancentre in Coleraine up to the end of the financial year. The Trust is not currently achieving the cancer access target of "By April 2007 – Breast Urgent Referrals to be seen within 14 days of receipt of referral". The primary reason for not meeting the target is surgical capacity to support the breast service. Work is ongoing and the Trust will continue to address this issue.

## **ADULT MENTAL HEALTH AND DISABILITY SERVICES**

### **Mental Health Services**

Progress includes:-

- § In the southern sector, the development of a Home Detoxification and Addiction Service. The Trust has received additional funding of £128k and staff are using this to reform existing services and to establish new care pathways with GPs in relation to the provision of service for individuals withdrawing from alcohol.
- § Redesigning how Community Mental Health Teams work in the southern sector. This work has already been completed in the northern sector.
- § In the northern sector, a Primary Care Liaison Service has been established to provide a single point of contact for all GP referrals to the mental health service. The team will also respond to requests for self harm assessments from Ward 2 and A&E at Altnagelvin.
- § Three new Rehabilitation and Recovery Teams have been established in Strabane, Limavady and the City area. This new service will focus on the needs of people with severe and enduring mental health problems.
- § Work continues on the redesign of the Child and Adolescent Mental Health Service [CAMHS]. The Trust has secured additional resources to allow the recruitment of an additional Consultant Psychiatrist, 2 Staff Grade Doctors, 2 Primary Care Liaison Workers and 5 Band 6 nurses.

### **Learning Disability Services**

Progress includes:-

- § The Western Board's "Review of Day Opportunities" strategy is currently out for consultation with key stakeholders. This review identifies the demands on services up to 2015 taking into account the new clients who will avail of this service.

- § Work is ongoing with the WHSSB to develop Intensive Support Services to prevent hospital admissions and facilitate early discharge following assessment and treatment.
- § Resettlement continues to be one of the most challenging areas for the Programme with Lakeview Hospital continuing to function at full capacity as a result of delayed discharges. A major review of resettlement plans have taken place and this highlights a financial deficit of £450k for those currently in hospital awaiting placement in the community.
- § The Programme continues to experience difficulties in recruiting trained nursing staff. However, with the recent announcement by QUB, of the introduction of Advanced Practice course for the learning disability part of the NMC register, it is expected that this will impact positively for the Programme.

### **Physical and Sensory Disability Services**

- § There is increasing demand for services for those who have a significant physical disability and who, therefore, require high cost care packages. The Trust also continues to experience difficulty in recruiting carers in rural areas.
- § Two new bids to Supporting People have received initial approval for floating support services to adults with Autistic Spectrum Disorder and Brain Injury.

## **PRIMARY CARE AND OLDER PEOPLE'S SERVICES**

Key issues for this Directorate include:-

### **§ Domiciliary Care**

Access to domiciliary care across the Trust's area continues to present a major challenge and is impacting on the achievement of hospital discharge targets in the northern sector. The Western Board has established a small group to review the key recommendations to emerge from the review of domiciliary care with a view to prioritising these for future action.

### **§ Residential Care**

The age and condition of all residential facilities across the area shows the need for capital investment to meet essential maintenance and RQIA standards. The Trust needs to take into consideration the recent Departmental publication of the VFM study into statutory residential care and the impending publication of the Western Board's Review of Care and Accommodation for older people.

### **§ Integrated Service Delivery [ISD]**

ISD forms part of a wider programme of reform and modernisation across health and social services. Within the Trust, this will result in a fundamental redesign of how care and support is delivered to adults and older people including those with a physical disability. The cornerstone of the new service delivery arrangements will be the establishment of fully integrated multi disciplinary teams working across primary, secondary and community care settings.

### **§ Delayed Discharges**

The Directorate, in collaboration with staff in Altnagelvin, has met the Departmental target on delayed discharges. An action plan has been developed with redesign proposals to enable

the Trust to meet this challenge in 2007/08. Extra investment has been secured on a non recurring basis.

## **WOMEN'S AND CHILDREN'S SERVICES**

Initiatives in this Directorate include:-

### **Family Support Services**

In anticipation of the establishment of the new Trust, Family and Child Care Services in the former Foyle and Sperrin Lakeland Trusts had embarked on a number of initiatives to promote cross Trust working. These include:-

- § Family Group Conferencing – a relatively new method of intervention with families which seeks to build on the strengths of extended families.
- § Foster Care Strategy. Significant additional funding has been provided to the Trust to establish a Recruitment and Assessment Team, a dedicated training service and additional Support Workers for foster carers.
- § Implementation of the Social Services Inspection Reports. The Director of Women's and Children's Services established a formal project managed approach to ensure that all the recommendations contained in the various reports are fully implemented. A Project Board and Team are in the process of being established and a project worker is about to be appointed.

### **Children's Mental Health and Disability Services**

The Trust has attracted additional funding as follows:-

- § Child and Adolescent Mental Health Services. Approximately £500,000 has been earmarked for the development of CAMHS.
- § Autistic Spectrum Disorder. The Trust has received funding to establish a new team dedicated to the assessment and diagnosis of children and young people with Autistic Spectrum Disorder. The team will be managed by a Consultant Clinical Psychologist and includes as Associate Specialist in Paediatrics, Speech and Language Therapists,
- § Occupational Therapists, Health Visitors, Early Intervention Therapists, Social Worker and admin support. The team will be based in Omagh and will have satellite centres in both Derry and Enniskillen.
- § Western Educational Support Team. Much progress has been made by Community Health Care Services in taking forward the recruitment of a new dedicated team aimed at providing specialist support to young people in mainstream education who are presenting difficulties. The team has already been recruited consisting of a Co-ordinator, Health Visitor, Children's Community Nurse, Social Worker, Physiotherapist, Paediatric OT and admin support.

### **Children's Health Care**

The Assistant Director for Health Care has only recently been appointed. Key issues which require to be addressed include capacity in Obstetrics and Gynaecology in Altnagelvin, lack of

funding for a Paediatric Gastroenterology service and the employment of junior doctors in Obstetrics and Gynaecology in the Erne Hospital.

Mr Mulgrew said that he welcomed the Chief Executive's comprehensive report on the progress and pressures across all the Directorates, emphasising Board members' need to understand the issues affecting the whole Trust.

At this point the Chairman suspended standing orders and invited Councillor Ross Hussey to exercise his speaking rights.

Councillor Hussey thanked the Trust Board for the opportunity to address them on issues affecting people in Omagh and surrounding area. Councillor Hussey's statement included concerns regarding the retention of services at Tyrone County Hospital, the role of Non-Executive Directors, clinical and social care governance issues and the appointment of medical staff at the Erne and Tyrone County Hospitals.

The Chairman responded to Councillor Hussey by confirming that the Trust Board wished to provide high quality focused care for all the people living in the Trust's area. He clarified that Non-Executive Directors were appointed on merit and stated that he was confident that they would fulfil the challenge function in the Trust. The Chairman confirmed that clinical and social care governance remained at the top of the Trust's agenda.

Councillor Hussey and members of the Omagh Support Group withdrew from the meeting.

5/07/3

#### **APOLOGIES**

Apologies were received from Mr McCarthy, Non-Executive Director, Mrs Mitchell, Director of Finance and Mr Doherty, Director of Women's and Children's Services.

5/07/4

#### **MINUTES OF PREVIOUS MEETING**

The Chairman referred members to the minutes of the Trust Board meeting held on 28 June 2007. Following consideration they were approved by Trust Board as a true and accurate record of discussion.

5/07/5

#### **MATTERS ARISING**

7/07/6

#### **Assessment of Services at Tyrone County Hospital**

Mrs Way reported that following a Trust Board workshop on 18 July 2007 to discuss the issues and the way forward, a series of meetings and presentations had taken place with the WHSSB, staff in Tyrone County Hospital, the Omagh Hospital Campaign Group, Dr Kieran Deeny, staff in Erne Hospital and the local Chamber of Commerce. She reported that the meetings were well attended with detailed and open discussion on the report.

Mrs Kelly confirmed that one of the biggest challenges in sustaining these arrangements will be the recruitment and retention of junior doctors. Mrs Kelly added that other issues included the redesign of medical services for patients with long term conditions where they are admitted to hospital for treatment, effective emergency services and the development of the role of Emergency Nurse Practitioners. Mrs Kelly confirmed that the Trust is working with the WHSSB to secure appropriate levels of funding for the model.

4/07/11

**Contingency Plan 2007/08**

Mrs Way referred members to the letter from Mr David Sissling, Chief Executive Designate, Health and Social Care Authority, dated 9 July 2007, in which he states that the Trust should implement the contingency plan, assess the robustness of elements of the plan and explore any necessary further options to deliver a breakeven financial position.

Mrs Way asked Mrs Karen Bryson, Assistant Director [Financial Management] to advise members of the details of the contingency plan.

Mrs Bryson reported that in order for the Trust to complete the year in a balanced financial position, the contingency plan 2007/08 had been drawn up to manage the potential deficit. She advised that it was estimated the plan will reduce the projected deficit to £3.3 million by the end of March 2008.

Mrs Bryson detailed the following areas for action:-

- § Goods and services
- § Salaries and wages
- § Additional income generation
- § Recruitment
- § Revenue investment plan
- § Telecommunications
- § Additional income from commissioners
- § Estate realignment
- § Investment/other income

She advised that the CMT Finance Monitoring Group is meeting every two weeks to monitor the financial situation.

Mrs Way said that the Trust was in a particularly difficult financial situation but that the Western Trust would work rigorously to reduce the financial deficit.

Following detailed discussion on the potential areas for savings such as a 1% reduction on salaries and wages expenditure in all Directorates, reduced goods and services costs, revised recruitment arrangements for vacant posts, members approved the contingency plan.

5/07/6

## **FINANCIAL PERFORMANCE REPORT – JUNE 2007**

Mrs Bryson presented to members the Trust's financial report for the three month period ending June 2007. She reported that the Trust was reporting a deficit of £1.8 million for this period. She also reported that the Income Budgets are under recovered by £149,000 for June 2007.

Mrs Bryson advised that the Trust is reporting an overspend on its Salaries and Wages Budgets of £637,000 for the period. She outlined the main areas of overspend and underspend by Directorate, highlighting the significant overspends in Acute, Women's and Children's Services, Adult Mental Health and Disability and Primary Care and Older People.

She reported that the Goods and Services budgets are overspent by £1,083,000 for the quarter ending June 2007. Mrs Bryson took members through the details of expenditure for Pharmacy, Heat, Light and Power, and Transport costs, highlighting some of the reasons for the expenditure.

Following discussion on expenditure, Mrs Way noted the importance of having middle Managers in place in the new Trust structures to ensure the contingency plan is fully implemented.

5/07/7

## **CLINICAL AND SOCIAL CARE GOVERNANCE – MINUTES OF MEETING OF 10 JULY 2007**

Mrs O'Kane referred members to the minutes of the first meeting of the Clinical and Social Care Governance Committee of the new Western Trust held on 10 July 2007.

Mrs O'Kane led members through the detail of the minutes which included membership, terms of reference, structure, reporting method, risk management and controls assurance standards.

The Chairman thanked Mrs O'Kane for her comprehensive report and confirmed that clinical and social care governance was at the top of the Trust's agenda.

5/07/8

## **TRUST FUND EXPENDITURE**

Mrs Way referred members to the list of requests requiring Trust Board approval for expenditure from Trust Funds as detailed by Mr S Wade, Assistant Director of Finance.

Following consideration, members approved the payments, including an additional two requests which were detailed by the Chief Executive, for staff to travel to conferences outside Northern Ireland.

Mrs Way advised that a revised procedure and delegated limits on Trust Fund expenditure will be presented to a future Trust Board meeting for members' approval.

5/07/9

**CLINICAL EXCELLENCE AWARDS SCHEME**

Ms Sheerin referred members to the draft NI Clinical Excellence Awards paper for the WHSCT dated July 2007. She stated that the policy was based on existing circulars and encompassed the existing policies of the three legacy Trusts.

Ms Sheerin said that the policy would be discussed at the Local Negotiating Committee.

Following discussion, members approved the award scheme, subject to the proposed amendments and consultation, as detailed by Ms Sheerin.

5/07/10

**CAPITAL DEVELOPMENT PROGRAMME – PROGRESS REPORT**

Mr Lusby gave a verbal report to members on the Trust's capital development programme.

5/07/11

**STATUTORY INVESTIGATIONS**

Ms Sheerin shared with members a summary of the Statutory Investigations for the Trust up to 30 June 2007. Members noted the current position.

The Chairman advised that in future this item would be taken under "Confidential Items" to allow for a fuller discussion of cases.

The Chairman thanked Mrs C Pugh, RCN, for her attendance. Mrs Pugh withdrew from the meeting.

5/07/12

**CONFIDENTIAL ITEMS**

5/07/13

**ANY OTHER BUSINESS**

**Interview Panels**

Dr Kilgallen thanked Mrs J Doherty, Non-Executive Director, for her participation at three interview panels for the recruitment of medical staff. She advised members of appointments made.

5/07/14

**DATE OF NEXT MEETING**

The next meeting of the Western Health and Social Care Trust will take place on Thursday 6 September 2007 at 2.15 pm in the Denis Desmond Room, Trust Headquarters.