

# WESTERN HEALTH & SOCIAL CARE TRUST

## Minutes of a meeting of the Western Health & Social Care Trust Board held on Thursday, 6 December 2007 at 2.15 pm in Boardroom, Western Health and Social Services Board, 15 Gransha Park, Clooney Road, Londonderry

### 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  
Mrs B Stuart, Non-Executive Director  
Mr N Birthistle, Non-Executive Director  
Mr C Mulgrew, Non-Executive Director  
Mr B McCarthy, Non-Executive Director

Mr J Lusby, Deputy Chief Executive/Director of Planning &  
Performance Management  
Mrs M Kelly, Director of Acute Services  
Mr A Finn, Director of Primary Care & Older People  
Dr A Kilgallen, Medical Director  
Mr J Doherty, Director of Women & Children's Services  
Mr T Millar, Director of Adult Mental Health & Disability  
Services  
Mrs L Mitchell, Director of Finance, ICT & Contracting  
Ms N Sheerin, Director of Human Resources

### IN ATTENDANCE

Mr O Kelly, Head of Communications  
Mrs M McGinley, Office Manager  
Mrs R Harkin, Assistant Director Learning Disability (agenda  
item 7/07/7 only)  
Mr J McGarvey, Assistant Director Intermediate Care and  
Rehabilitation (agenda item 7/07/8 only)

7/07/1

### CHAIRMAN'S BUSINESS

The Chairman began by welcoming members to the Western Health and Social Services Board Headquarters.

The Chairman referred to his report of Chairman's Business since the previous meeting.

- ◆ The Chairman began by referring to the tragedy of the house fire in Omagh which killed the McElhill/McGovern family on 13 November. He asked members to observe a moment of silent reflection in memory of the parents and 5 children who had died.

The Chairman recorded his deep gratitude to each member of staff who had worked tirelessly with great dedication and commitment to support those closest to the family since the fire - friends, neighbours and school friends. He said that a multi-disciplinary team led by Mr Kieran Downey, Assistant Director, continue to work collaboratively with a range of agencies to try to ease some of the pain and suffering the awful event has caused.

The Chairman advised that he and the Chief Executive visited Omagh on 28 November to meet and personally thank staff. He added that the response of staff had also been further commended by many of those involved and also now by the Minister for Health, Social Services and Public Safety who had also written to say the immediacy of staff's response, the professionalism of their approach and their ongoing commitment to supporting the people of the area was very much valued and appreciated.

The Chairman concluded this item by recording the thanks of the Trust Board to those other agencies who had worked with the Trust to develop the best possible response.

- ◆ On 4 November the Chief Executive and Chairman met with the Chairwoman and Chief Executive of the Western Health and Social Service Board.

Discussion took place on a range of issues including changes to commissioning and the draft budget/comprehensive spending review. The Chairman advised that Trust officers are working very closely with Western Board staff to identify areas where efficiencies can be delivered so that an initial high level response can be returned to the Department of Health, Social Services and Public Safety by 14 December. The Chairman added that the Minister continues to lobby hard for additionality for the health and social care budget.

- ◆ The Chairman took the opportunity to advise members that Mr David Sissling, Chief Executive Designate of the Health and Social Care Authority is leaving his post at the end of January 2008 to take up the position of Director, Health Care for London. The Chairman wished him well in his new post and said that given the Minister is considering the future shape and role of commissioning, it is understood that the Permanent Secretary will clarify the transitional arrangements in the near future.
- ◆ On 18 November the Chief Executive and Chairman were pleased to attend a service organised by staff of the Intensive Care and High Dependency Units in Altnagelvin Hospital in memory of the patients who had died in the Units over the past year.

The Chairman said the service was very moving and feedback from relatives was that they would like to see the service being provided on an annual basis.

- ◆ On 29 November Trust Board held a further workshop in relation to Developing Better Services and the Chairman said he believed that these workshops were giving members the opportunity as a Board to understand better the decisions that will have to be made in relation to the award of PFI contracts and implications for staff.

Immediately following the workshop the Chairman said some members were able to attend the first Clinical Ethics lecture on euthanasia delivered by Dr Anne Marie Begley, QUB. The Chairman thanked Mrs Doherty, Non-Executive Director, for organising the event.

- ◆ The Chairman congratulated Mrs Stuart, Non-Executive Director, on her appointment as a Non-Executive Director of Extern.

- ◆ The Chairman congratulated Trust staff who had been successful in the recent Institute of Health Care Management Awards.
- ◆ Finally, the Chairman took the opportunity to thank members for their contribution over the past 8 months and to wish all a very happy Christmas and New Year.

7/07/2

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

Mrs Way shared with members a detailed report of issues across the Trust by Directorate.

#### **Finance Issues**

Mrs Way advised that the Director of Finance would report later in the meeting the Trust's financial position and projected year end position. However, despite the measures being taken to secure a breakeven position the Trust still requires to address the underlying funding pressures which amount to about £10 million in order to establish the Trust on a sound financial footing.

Mrs Way continued by stating that the Trust has also received confirmation from the DHSSPS/HSCA that in terms of the Comprehensive Spending Review, the Trust is required to deliver £10.2 m efficiency savings in 2008/09, £22.6 million in 2009/10 and £37 m in 2010/11. She said this will require significant management attention and that a senior manager will be appointed to lead on the efficiency programme.

In respect of the inherited deficit from the former Sperrin Lakeland Trust Mrs Way was pleased to report that the Permanent Secretary had agreed that the deficit should be made good in 2 equal instalments in 2009/10 and 2010/11. However, the Permanent Secretary will review the situation and may waive the requirement for recovery if the Trust balances its books in 2009/10 and 2010/11.

#### **Acute Services Directorate**

Mrs Way advised that the Trust is making very good progress with regard to meeting access targets for inpatients, day cases and outpatients; improving emergency care access and the achievement of the maximum 26 weeks waiting target for Allied Health Professionals. However, there have been a number of 12-hour breaches in Accident and Emergency and a detailed analysis by a multi-disciplinary group, and supported by the Service Development Unit, is scheduled for mid December.

Mrs Way said the Trust has begun to implement a plan to improve trauma and orthopaedic services following an allocation of £4.2 million from the DHSSPS and has also received £175,000 from the Western Board to appoint a number posts to assist in improving services for patients suffering from cancer. In addition, the Trust continues to progress the refurbishment work in the Erne Hospital in respect of the main theatre.

### **Adult Mental Health and Disability Services**

Mrs Way said the Trust is pushing ahead with the implementation of the legacy trusts' strategies "Moving Forward" and "Health in Mind" in line with the Bamford Review. She said that these strategies would mean better outcomes for people with mental health.

Mrs Way said that there are tremendous pressures on the Trust's domiciliary care budget. The Trust is undertaking a review of the criteria for access to domiciliary care to ensure that there is fair access to services across the Trust.

The Trust has advised all relevant staff that there are no age restrictions for access to services to the Regional Acquired Brain Injury Unit.

Mrs Way said the Trust is making good progress in respect of meeting its Priorities for Action targets.

### **Primary Care and Older People's Services and Nursing Directorate**

Members were advised that significant progress is being made in respect of appointments within the Directorate and a decision has been taken to relocate Allied Health Professional staff from the Acute Services Directorate to this Directorate with effect from 1 January 2008.

In respect of service delivery Mrs Way advised that a Rapid Response Nursing Service has become operational in the Southern sector of the Trust which will provide a range of treatments and interventions that would normally be delivery in a hospital setting. Phase 2 of the implementation will be taken forward over the next 2 months which will facilitate GP and Out-of-Hours referrals providing a more flexible service.

The Directorate continues to work in partnership with colleagues in acute services to meet discharge targets and work is progressing in relation to infection prevention and control and nursing governance arrangements. Members noted that the Western Health and Social Services Council recently undertook an unannounced "Bug Watch" survey and the survey's findings have been shared with the Trust. Ms Reilly, Chief Officer WHSSC, met with Mrs Way and Mr Finn to provide a briefing of their findings and the Trust has developed an action plan.

### **Women and Children's Services**

Mrs Way reported on pressures within the Family Support service in particular in the Gateway Service, Independent Chairs and Early Years. The regional implementation of the new Gateway Service is significantly under resourced and the development of these teams includes the introduction of the new assessment framework for children in Northern Ireland.

Mrs Way said the Trust has made a strong case to the Western Health and Social Services Board for additional funding to provide additional consultant cover for Obstetrics and Gynaecology in Altnagelvin Hospital. She referred to an inspection carried out in 2003 and an external review in February 2007 which both cited the need for additional consultant sessions in the hospital for, in particular, labour ward cover.

In respect of under 18 year olds being admitted to adult psychiatric wards Mrs Way said that it is accepted that this is not the appropriate therapeutic environment for young people. The Trust is in the process of appointing 5 intensive crisis management posts aimed at maintaining young people at home. In addition, the Trust is developing a proposal to open a dedicated adolescent facility on an interim basis pending a longer term regional solution.

### **Medical Directorate**

Mrs Way advised that Dr Kilgallen is developing a clinical governance strategy for the Trust and developing a structure and process required for its implementation. Mrs Way outlined the key focus of the strategy.

Mrs Way said that the second aim of the Medical Director is the development of the infrastructure necessary to deliver high quality medical and dental education at both undergraduate and postgraduate level. She advised that work is ongoing to establish teaching accommodation at the Erne Hospital and that a structure has been proposed for medical education across the Trust.

The third priority for the Medical Directorate is the development of a research culture. Mrs Way advised that a Research Governance Committee has been established and that improved links with the University of Ulster are being developed by establishing a working group through which current and new projects can be developed.

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At this point in the meeting the Chairman suspended Standing Orders to facilitate those individuals who had been granted speaking rights.

Councillor Ross Hussey was first to address the Board.

Councillor Hussey thanked the Board for the opportunity to address the meeting. He said he had the highest regard for the health and social care professionals based in Omagh and beyond who were working with the people of Omagh following the fire at Lammy. He referred to recent suicide in Gortin Glen and thanked all the agencies who work together at times of such tragedies.

He said that since his election in 2005 he had probably attended the vast majority of the public meetings of the former Sperrin Lakeland Trust and the Western Health and Social Services Board. He said he had reached the point in which he needed to question the effectiveness of his and the Campaign Group's attendance and said that thought must be given as to whether or not attention is moved to Stormont. Councillor Hussey said while he accepted the sincerity of the Board, it was also important for the Board to accept the Campaign Group's sincerity and its major concerns for the future of services in West Tyrone.

Councillor Hussey outlined what the Minister for Health, Social Services and Public Safety has said will be provided at the TCH. He asked the Trust to work with the Group in establishing these services and asked the Trust reconsider its position in respect of other services.

Councillor Hussey concluded his presentation by asking the Trust to respond to his presentation and he said that this would influence the shape his future involvement with the

Trust. He asked for guarantees in respect of the provision of coronary care and acute medical services in Omagh until the new hospital has opened.

The Chairman thanked Councillor Hussey for his address. He said that he had no doubt about the sincerity of his commitment and support to the Hospital Campaign Group. The Chairman said that the Trust was committed to working with the Group and the community to provide services.

Ms Rozella Kelly was second to address the Board.

Ms Kelly began by referring to the house fire in Omagh and made allegations in relation to Trust involvement. The Chairman intervened and said that this was not the subject upon which speaking rights had been requested and that neither he nor the Trust Board could enter into any dialogue with regard to the issues that were subject to patient/client confidentiality. He asked Ms Kelly to confine her comments to the matters in relation to which she had sought speaking rights.

Ms Kelly continued by referring to a baby who had to be transferred to Dublin for care as no bed was available in Northern Ireland. She said that at one time Northern Ireland was able to deal with such babies without the need to transfer. She referred to a second case where a sick baby was transferred from Omagh to the Erne Hospital and said that if a service were provided in Omagh again this transfer would not have been necessary.

Ms Kelly said that the Trust's priority was saving money as opposed to people's lives. She referred to discussion with the Western Board in respect of the midwifery led unit.

The Chairman thanked Ms Kelly for her address. He reminded her that the consultation on the midwifery led unit was being led by the Western Health and Social Services Board and that issues should be addressed with the Western Board.

7/07/3

#### **APOLOGIES**

There were no apologies received.

7/07/4

#### **MINUTES OF PREVIOUS MEETING – 8 NOVEMBER 2007**

The Chairman referred to the minutes of the meeting held on 8 November 2007 which had been previously distributed. He said that there was one correction in that Mr Finn, Director of Primary Care and Older People's Services, was not recorded as present.

Subject to the above change, members endorsed the minutes as a true and accurate account of discussion.

7/07/5

## **MATTERS ARISING**

There were no matters arising.

7/07/6

## **FINANCIAL PERFORMANCE REPORT**

Mrs Mitchell presented to members the Trust's financial report for the 7 month period ending 31 October 2007. She reported that the Trust was reporting a £2.668 million deficit however the Trust had secured additional non-recurring income amounting to £2.88 million from the Western Health and Social Services Board/Department of Health, Social Services and Public Safety slippage as a contribution towards the Trust's contingency plan.

Mrs Mitchell advised that the Trust is applying £1.5 million of this funding to pressures on budgets and the remaining £1.344 million shall be held towards liabilities that will arise throughout the remainder of the financial year. Mrs Mitchell said that the application of this funding to income and expenditure account, leaves a revised deficit of £1.793 million.

Mrs Mitchell advised that the Trust is reporting an overspend on its salaries and wages budgets of £453,000 for the period. She outlined the main areas of overspend and underspend by Directorate highlighting the significant overspends in Acute, Women and Children's Services, Adult Mental Health and Disability, Primary Care and Older People, and Planning and Performance Management. Mrs Mitchell reminded members that budget positions were after the application of significant non-recurring allocations from the Western Board. Again, she also highlighted new allocations which had been implemented in month 7 in respect of Acute Services and Primary Care and Older People.

Mrs Mitchell said that all of the overspends were primarily due to staff in excess of budget to cover sickness, maternity leave and services being delivered in excess of the funding available to the Trust.

Mrs Mitchell continued by reporting on Goods and Services budgets and said that cumulatively these were overspent by £2.273 million for the same period. She outlined the main budgets that were contributing to the overspend. Again, Mrs Mitchell reported that budget positions were after the application of significant non-recurring allocations for goods and services from the Western Board which had been actioned on the budget at month 7.

Mrs Mitchell advised that this month's report included an in depth analysis on the rent, rates, insurance and water budget. She referred to the comment provided by Mr Moore, Assistant Director of Corporate Planning in respect of the recurring deficit within the leased premises budget. Members noted that the Trust is currently in the process of compiling a register of all rented and leased properties by January 2008. Mrs Mitchell said that the register would be made available to the Corporate Management Team in order that a strategic review might be undertaken as to the continued service need for all of the accommodation identified.

In moving to section 5 of her report Mrs Mitchell drew members' attention to a table which highlighted the allocations that had been received by the Trust from the Western Board to enable the Trust to meet its access targets for 2007/08. It was noted that expenditure against access targets is closely monitored jointly by the Assistant Director of Surgery and Anaesthetics and the Assistant Director of Financial Management.

In concluding her report Mrs Mitchell referred to section 6, Financial Risks, and section 7 capital/revenue investment plan.

7/07/7

### **DAY OPPORTUNITIES REVIEW – WESTERN HEALTH AND SOCIAL SERVICES BOARD**

The Chairman welcomed Mrs Harkin, Assistant Director Learning Disability, to the meeting to present the above review to members. Mr Millar introduced Mrs Harkin to the Board and outlined the purpose of the review.

Mrs Harkin advised members of a review of day opportunities for adults with severe learning disability in the Western Health and Social Services Board's area. She outlined the objectives of the review was to:-

- Assess need for day provision;
- Review evidence of best practice;
- Review current service provision and identify gaps;
- Make recommendations for future service; and
- Develop costed action plans.

Mrs Harkin outlined the context for the review and said that the approach adopted was on the basis of a person-centre approach. She described what day opportunities are the strengths and weaknesses of the current provision.

Mrs Harkin concluded her presentation by identifying the review's findings and recommendations. She said that there were challenges in implementing the way forward but that the learning disability programme would strive to achieve implementation for reform and modernisation in keeping with agreed direction of travel whilst competing for resources in the current difficult financial climate.

Lengthy discussion took place following the presentation on prevalence of learning disability within the Trust's area; provision of services to those with moderate learning disability needs in comparison with more complex needs; provision of day care for individuals in residential accommodation.

7/07/8

### **REVIEW OF STATUTORY RESIDENTIAL CARE**

The Chairman welcomed Mr McGarvey, Assistant Director Intermediate Care and Rehabilitation to the meeting.

Mr Finn introduced Mr McGarvey to the meeting and said that his attendance today was to present to members the Western Health and Social Services Board's document "Meeting the Needs of Older People Locally" – a strategic framework for older people's care and accommodation in the Western Area, and an associated action plan.

Mr McGarvey gave a very detailed presentation on the above which included:-

- Background to the review;
- The review's structure;
- Key themes;
- Findings/feedback/actions; and
- Mechanisms for monitoring progress.

Mr McGarvey advised that the review had been carried out by a team of staff from the former Foyle and Sperrin Lakeland Trusts and was sponsored by the Western HSS Board. He said that the main drivers for the review were demographics and a change in policy in both health and housing. It was noted that the review also included input from the Northern Ireland Housing Executive. Indeed Mr McGarvey said that it was very clear from older people during the consultation process that their expressed preference is to remain living at home with flexible forms of support services responsive to their changing health and social care needs as they become older and more frail over time.

Mr McGarvey outlined the 8 key themes of the review and recommendations for the way forward. He said that the resulting actions were being progressed in line with other priorities within his Directorate and that the Western Board was reviewing progress. He concluded his presentation by saying that a formal review through follow-up engagement with the focus group would also take place.

Following discussion on the content of the presentation the Chairman thanked Mr McGarvey to attending today's meeting.

7/07/9

### **CLINICAL AND SOCIAL CARE GOVERNANCE COMMITTEE MINUTES – 16 OCTOBER AND 8 NOVEMBER 2007**

Mrs O'Kane referred members to the minutes of 2 Clinical and Social Care Governance Committee meetings – 16 October and 8 November 2008.

#### **16 October 2007**

Mrs O'Kane took members through the detail of the minutes of the 16<sup>th</sup> October. She said discussion took place on a number of issues including the draft strategy/action plan for governance within the Trust; acute medical services transitional plan; quarterly governance reports; safety forum update.

#### **8 November 2007**

Mrs O'Kane advised that this meeting had been convened to discuss the single issue of the Regulation and Quality Improvement Authority requirement for the Trust to develop a Quality Improvement Plan. She confirmed that the Trust had developed and returned its plan within the deadline of 16 November.

7/07/10

## **ANNUAL REPORT - DELEGATED STATUTORY FUNCTION**

Mr Doherty shared with members the above report prepared by him in relation to the Trust's discharge of its delegated statutory functions.

He advised that the report was being presented as one report for the Trust encompassing the former Foyle and Sperrin Lakeland Trusts however the data was collected and reports written as 2 separate Trusts and thus presented in 2 sections within the report. Mr Doherty said that for 2007/08 the annual report would be a composite report.

Mr Doherty advised that the report had been designed to identify where the Trust is meeting its legal obligations and where it is experiencing difficulties. He said that the report was prepared at a time of significant change with the Trust in the process of establishing its clinical and social care governance arrangements. He advised members that he had appointed an Assistant Director of Quality Development with specific remit for overseeing and monitoring the Trust's ability to discharge its statutory functions.

Mr Doherty took members through the detail of the report which examined the main areas work – mental health, learning disability and family and child care. He added that because the work of the family and child care programme of care is so highly regulated, it is broken down into a number of further discrete areas.

Mr Doherty referred to the report's overall conclusion. He said the picture that is emerging in this year's report is broadly consistent with that in previous years. The meeting of statutory functions is one of the highest priorities for the Trust. He said the Trust has a well-motivated and highly competent workforce who make every effort to ensure that services are delivered in line with professional standards and legislative requirements.

Mr Doherty added that the harmonisation of both Trusts is presenting staff with challenges, particularly in relation to agreed standards, protocols and practices. Members noted that in some areas the Trusts had met their objectives in full however in others both Trusts had not been able to discharge all of its obligations in full. Mr Doherty assured members that where the Trust had been unable to discharge its statutory functions an analysis had been carried out so that members could understand why this was the case. Members also noted that a position paper was currently being prepared for discussion with the Western Health and Social Services Board.

Following Mr Doherty's report discussion took place. Mrs Doherty advised members that she, Mrs O'Kane and Mrs Cummings were visiting the Trust's children's homes and that in due course a report detailing their findings would be shared with Mr Doherty.

7/07/11

## **AUDIT COMMITTEE – MINUTES OF MEETING HELD 18 OCTOBER 2007**

Mr Birthistle referred members to the minutes of an Audit Committee meeting held on 18 October for approval.

He took members through the main items of discussion which included an update on the implementation of the McKillop report; internal audit reports; and a revised theft, fraud and

corruption policy and response plan. In respect of the Revised Theft, Fraud and Corruption Policy it was noted that this would come to January Trust Board for formal approval.

7/07/12

### **MONTHLY PERFORMANCE MANAGEMENT INFORMATION**

Mr Lusby shared with members the Trust's performance against a range of access targets. His presentation included:-

- Inpatient and day cases;
- Outpatients;
- Accident and Emergency;
- Diagnostics;
- Delayed Discharges

At the end of the presentation the Chairman commended staff on the very positive performance position within the Trust.

6/07/13

### **PROPERTY ISSUE – FORMER OMAGH GENERAL HOSPITAL**

Mr Lusby shared with members a paper in respect of the above. Following consideration the Trust Board supported the proposal to demolish the former hospital.

6/07/14

### **RESTORATION OF WILLIAM SCOTT MURAL**

Mr Lusby referred members to a briefing note within their papers detailing a proposal in respect of the restoration of the William Scott Mural. It was noted that the funding of the project would be found from within a Trust Fund.

Following consideration members endorsed the proposal as outlined.

6/07/15

### **TRUST FUND APPROVALS**

There were no requests for expenditure from a Trust Fund.

6/07/16

### **CONFIDENTIAL ITEMS**

6/07/17

**ANY OTHER BUSINESS**

Members were advised of 2 Consultant appointments within the Trust. Firstly, Dr McLexon, Consultant Paediatrician, and Dr Armstrong, Consultant Rheumatologist.

6/07/18

**DATE OF NEXT MEETING**

The next meeting of the Western Health and Social Care Trust will take place on Thursday, 3 January 2008 at 2.15 pm in Strabane Library, Railway Street, Strabane.

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**Mr G Guckian  
Chairman  
3 January 2007**