Minutes of a meeting of the Western Health & Social Care Trust Board held on Thursday, 2 August 2012 at 10.00 am in Denis Desmond Room, MDEC Building, Altnagelvin Hospital, Londonderry

PRESENT

Mr G Guckian, Chairman
Mrs E Way, Chief Executive
Mr N Birthistle, Non-Executive Director
Mr B McCarthy, Non-Executive Director
Mr C Mulgrew, Non-Executive Director
Mrs J Doherty, Non-Executive Director
Mrs S O’Kane, Non-Executive Director
Mr J Lusby, Deputy Chief Executive
Mrs S Groogan, Director of Performance & Service Improvement
Mr A Corry Finn, Director of Primary Care & Older People
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
Mr A Moore, Director of Strategic Capital Development

IN ATTENDANCE

Mrs Madonna McGinley, EO to Chief Executive
Mrs G Sheen, Communications Manager
Dr Maurice O’Kane, Director of Research and Development
Mr Andrew Foster, Consultant Orthopaedic Surgeon

7/12/1

CHAIRMAN’S BUSINESS

The Chairman formally congratulated the Chief Executive on receiving a CBE in the Queen's Birthday Honours List in June. He said that she had made a remarkable contribution to health and social care in the West for the past 34 years as well as nationally and had done much to shape all that is good about our services both in the community and in our hospitals.
The Chairman said he was delighted that so many of the Trust’s nurses were recognised for their work at the 16th annual Royal College of Nursing (RCN) Nurse of the Year Awards on 14 June.

Helena Phelan, a Respiratory Nurse specialist based at Altnagelvin Hospital, won the Chief Nursing Officer’s Award for Patient Safety. Helena deals with patients who are dependent on equipment such as nebulizers and oxygen. Helena was particularly praised for identifying risks to patient safety and devising an effective system to address them.

Fiona Mullan, a Multiple Sclerosis Specialist Nurse at Altnagelvin Hospital was commended in the Nurse of the Year Award category for the impact she has made as the first specialist MS nurse outside Belfast. Amongst the many initiatives Fiona has set up a telephone advice line, nurse-led clinics, home visits and courses for newly-diagnosed patients.

Roisin McGarrigle was runner-up in the Transforming Care with Technology Award sponsored by TF3 Consortium. As Respiratory Case Manager at the Trust, Roisin was awarded for developing the use of tele-monitoring to support patients so they can have greater control of their condition.

Siobhan McNeill, Hospital at Night Clinical Coordinator, South West Acute Hospital was commended in the overall Nurse of the Year category for introducing the service into the Erne Hospital. The service Siobhan designed and implemented was able to relieve the pressure on junior doctors and nursing staff.

The Trust’s End Year Assurance & Accountability Review meeting with the DHSSPS took place on 19th June 2012. The meeting was in 2 parts, with the first being a meeting between the Chairman and Chief Executive and the Permanent Secretary to cover key aspects of governance and systems of internal control. In the second part, assurance was sought from the Trust on corporate governance, quality & safety and performance against objectives.

The Chairman referred to the opening of the South West Acute Hospital on 22 June 2012 and in particular the successful and safe transfer of patients. He thanked Joe Lusby who had worked tirelessly with managers, clinicians, the Trust’s PFI partners, the Northern Ireland Ambulance Service and many others to ensure the transfer went smoothly.

On 26 June the Chairman was honoured and delighted to welcome Her Majesty the Queen and His Royal Highness the Duke of Edinburgh to Officially Open the South West Acute Hospital. He said there was a very positive atmosphere on the occasion and staff, patients and representatives of the local community were delighted to be part of this special occasion.
The Chairman advised that the Western Trust is the first Trust in Northern Ireland to receive Volunteer Now’s “Investing in Volunteers” quality standard for volunteer management which he accepted at a handover ceremony on 24 July. He said the award recognises the Trust’s longstanding and positive promotion of volunteering and support to volunteers and he commended Anne Love, Volunteer Manager, for her leadership in this area.

The Chairman said he was pleased to welcome the Permanent Secretary, Dr Andrew McCormick to Altnagelvin Hospital on 27 July, on the first of 3 planned visits to the Trust. It was an extremely positive visit and the Chief Executive took Dr McCormick on a tour of A&E, Ward 3, Acute Medical Unit and Care of Older People. This gave Dr McCormick to speak to front line staff and hear the issues affecting service provision.

Finally the Chairman distributed to all Board members a copy of the “Changing the Culture – Ten Elements” leaflet developed by the Department of Health, Social Services and Public Safety.

7/12/2
CHIEF EXECUTIVE’S REPORT

Mrs Way briefed the Trust Board on two issues, Transforming Your Care (TYC) and the Business Services Transformation Programme.

“Transforming Your Care”

The Chief Executive reminded members that TYC was initially presented by the Minister to the NI Assembly on 13 December 2011. He said it provided a compelling case for major reform to ensure that NI has a system that is safe, resilient and sustainable into the future. The Minister also initiated a Take Note Debate on the Report in January 2012 and he then updated the Assembly on 3rd July 2012.

Mrs Way said that analysis shows that demand for services could grow by around 4% per year by 2015. There was a need to plan strategically to meet patient and client needs in light of such projections. TYC recommends a new model for the delivery of integrated Health and Social Care services in Northern Ireland, and contains 99 proposals covering 10 areas of care.

Mrs Way advised that Population Plans had been developed for each of the 5 Local Commissioning Group (LCG) and Trust areas by the end of June 2012. They describe the strategic needs of the local population based on demographics and population health trends, and identify how those needs should be met in future. They provide the basis for making the significant changes required in the health and social care system, particularly in respect of shifting services from
secondary care into primary and community care, where it is safe and appropriate to do so, and the re-configuration of acute services. She reminded members that the Western Local Health Economy draft Population Plan was discussed at a special Trust Board workshop on 27th June 2012.

The 5 Population Plans are complemented by an overarching Strategic Implementation Plan (SIP) produced by the Health and Social Care Board to draw together the key elements of the population plans including cross-cutting regional aspects. The SIP is intended to set out a coherent framework for the delivery, over the next three years, of the major changes which will drive transformation. Mrs Way outlined these.

Mrs Way said that when the Minister briefed the Assembly on 3rd July, he had clarified that before consultation on the Plans is formally launched there would be a period for further quality assurance work on them. This would also provide an opportunity for engagement with clinical leaders in advance of a formal comprehensive consultation and stakeholder engagement being launched in September, once the draft Plans had been agreed by him.

Finally Mrs Way said that the Trust continues to work closely with primary care, through the Local Economy Programme Board to develop proposals across primary, community and secondary care in all Directorates and ensure a collaborative approach.

**Business Services Transformation Programme (BSTP)**

Mrs Way updated the Board with regard to the three elements of BSTP - Finance Procurement and Logistics (FPL), Human Resources, Payroll, Travel and Subsistence (HRPTS) and Shared Services. She said that following the Ministerial announcement on 14 May 2012, BSO representatives had been working with Trusts to plan the transition. Affected staff are being met to discuss how their transfer/redeployment will be managed. She said that regional trades union officials remain strongly opposed to the shared services model. HR Directors are continuing to work together to ensure that affected staff are dealt with properly in this process.

Mr Mulgrew sought assurance about Payroll functioning properly during transition. Mrs Mitchell confirmed that this had been given the highest priority across the region and that it is on her Directorate’s Risk Register.
7/12/3
APOLOGIES

Mrs Stella Cummings, Non-Executive Director, Mrs Barbara Stuart, Non-Executive Director, Mrs Geraldine Hillick, Director of Acute Services, and Dr Anne Kilgallen, Medical Director (Maurice O’Kane attended in her place).

7/12/4
MINUTES OF PREVIOUS MEETING HELD ON 13 JUNE 2012

The minutes of the previous meeting were approved as a true record. Mr McCarthy asked that the June minutes should reflect that an amendment to the April Board minutes had been agreed. This was accepted.

7/12/5
MINUTES OF A SPECIAL MEETING HELD ON 27 JUNE 2012

These were agreed as a true record.

7/12/6
MATTERS ARISING

There were no matters arising.

7/12/7
QUALITY AND SAFETY

Quality Improvement Monitoring

Dr O’Kane led members through the detail of the Quality Monitoring Report and said that it demonstrated strong performance. He drew members’ attention to the score of 83% “compliance with VTE risk assessment completed” and assured members that action was being taken to address this.

Infection Prevention and Control

Mrs Fiona Hughes and Mr Trevor McCarter attended for this item. The Chairman referred to the fact that Trust Board was now also monitoring issues around water management. Mr McCarter described the process in relation to testing for legionella across Trust facilities and how practice had changed over the years in light of developing knowledge. He referred to the CMO’s guidance of 2010 and clarified that there was a rolling programme to sample water outlets and
described how sampling areas were prioritised. Mrs O’Kane clarified the sampling process and the nature of the guidance.

Mrs Hughes took members through the detail of the Infection prevention and Control report. Referring to the detail in relation to incidence of *C. difficile* and MRSA, she said that rates remain extremely low. She also described some of the work the Trust was undertaking with colleagues in the PHA to reduce the *C. difficile* occurrence in the community.

Mrs Hughes explained some of her current staffing difficulties and the priority given to other forms of training for the opening of the South West Acute Hospital. She said this meant that the Trust was unlikely to meet the training target this year.

Mr McCarthy commented on the table relating to hand hygiene compliance and suggested further action was required to encourage staff to return scores. Mrs Hughes described her current thinking in relation to changing the reporting of results in line with international best practice. Following a lengthy discussion, members agreed that Mrs Hughes should review the Trust’s current audit system and reporting of same and return to the Board to discuss any proposed changes.

While Mr McCarter was present, the Chairman proposed that the Board should consider the policy in relation to Legionella. Following discussion and consideration, the policy was approved.

Mrs Hughes and Mr McCarter left the meeting.

*Pseudomonas Update – Communications Plan*

Mrs Way referred to the enclosed Outline Communications Strategy that had been developed in response to a RQIA recommendation following the Pseudomonas outbreaks. Mrs Doherty suggested that the ICT acronym should be reviewed to ensure there was clarity between the Incident Control Team, the Infection Control Team and Information and Communications Technology. This was accepted.

The Strategy was approved and members suggested that consideration should be given to adopting such a strategy for all circumstances, not just NICU. Mrs Way said this was being considered.

*Environmental Cleanliness*

Mr Corry Finn took members through the detail of the Report and assured the Board that he continued to raise any issues of concern with Directors. He described the partnership approach between his Directorate and Ms Groogan’s to take this work forward.
Corporate Risk Register & Board Assurance Framework

These reports, having been considered at Governance Committee, were approved.

7/12/8
ANNUAL REPORT MEDICAL EDUCATION COMMITTEE

Dr William Dickey, Sub Dean Medical Education and Dr Neil Corrigan, Director of Postgraduate Medical and Dental Education joined the meeting to present the Annual Report. Both commended Ms Sinead Doherty for her tireless work in ensuring education in the Western Trust was of the highest quality.

Dr Dickey covered Undergraduate Education. In his presentation he described the changes made to medical education over the years, particularly since 1998 with increasing GMC input to the undergraduate curriculum. He described the current challenges in providing high quality education including the demands of service commitment. Dr Dickey explained the establishment of the Subdeanery in 2010 and its role. He described the structures within the Trust and the SUMDE funding and how it is spent. Finally he shared some examples of student feedback, the majority of it hugely positive.

Concentrating on Postgraduate Education, Dr Corrigan described the relationship between the Trust and the GMC and NIMTDA. He outlined the training system for doctors and described how foundation doctors were at “the sharp end”. Dr Corrigan described the processes in place to make the system work and also the efforts made to ensure safety and governance were maintained.

Mr Lusby thanked Drs Dickey and Corrigan for their efforts in supporting undergraduate and postgraduate education in the Southern Sector of the Trust.

Following discussion of the presentation and the Annual Report, the Chairman thanked the doctors for their presentation and they left the meeting.

7/12/9
FINANCIAL PERFORMANCE REPORT FOR MONTH ENDED 30 JUNE 2012

Mrs Mitchell referred members to the report on the financial performance of the Trust for the month ended 30 June 2012.

Mrs Mitchell advised that the Trust was reporting an overspend of £1,490,000 of which the Salaries and Wages budgets were overspent by £2,510,000 and the Goods and Services budgets were underspent by £1,054,000. The Income budgets were under-recovered by £34,000.
Mrs Mitchell referred to Section 1.2 of her report and advised that all Service Directorates were reporting an increased level of overspend on Salaries and Wages budgets compared with the previous month with exception of the Acute Directorate. Mrs Mitchell advised that the level of Salaries and Wages overspend is such that it is not consistent with the financial plan and that each Directorate is required to constrain expenditure in line with the original financial projection.

Mrs Mitchell referred members to Table 3 on Other Pay Costs by Directorate.

Mrs Mitchell referred to Section 1.3 which is a new section of the report which will report monthly on the expenditure being incurred by the Trust on the management of pseudomonas.

Mrs Mitchell advised that the contingency plans for Acute and Women and Children’s Directorates were still incomplete and Directors were required to present an update on a monthly basis.

Mrs Mitchell referred to Section 1.5 of her report which outlined the savings required to be made in 2012/13 from Transforming Your Care.

Mrs Mitchell emphasised the financial objectives for Directorates during 2012/13.

Mr Birthistle referred to the level of sickness and maternity leave referred to in the report and the financial pressures created as a result. Mr Finn referred to the level of funding historically provided by the Board for absence cover and highlighted the level of shortfall. Mr Birthistle requested that this shortfall should be raised with the Board.

Mr Birthistle enquired as to the level of underspend on goods and services and Mrs Mitchell advised that she expected this to continue throughout the year.

Mr McCarthy enquired as to the reasons for the increased expenditure on Salaries and Wages. Mr Finn referred to the costs associated with the opening of the South West Acute Hospital and the need for increased staffing levels. Mr Finn further commented on the 6 month review which will be conducted in December with the HSC Board.

Mr Mulgrew commented on the level of agency expenditure last year and the shift on medical locum costs.
7/12/10
PERFORMANCE MANAGEMENT INFORMATION

Ms Groogan referred members to the Trust’s Performance Management Report. She took members through the detail reporting that she was concerned at the Trust’s ability to meet its waiting time backstop in orthopaedics, and that the Performance and Service Improvement Directorate was working closely with Acute Services on the development of a plan to address this.

She also highlighted the number of clients waiting longer than 9 weeks for an AHP assessment and advised that the PCOP Directorate had developed a plan to ensure this reduced.

Mrs Groogan highlighted improved performance against the 62 day cancer target and advised that the Trust planned to return to the position of meeting the target by September 2012.

Mrs Doherty asked for clarification on the kinship target and if the further guidance which was awaited was within the Trust or regionally. Mr Cassidy confirmed that the guidance was regional and has now been provided.

7/12/11
CODE OF CONDUCT AND CODE OF ACCOUNTABILITY FOR BOARD MEMBERS OF HEALTH AND SOCIAL CARE BODIES

The Chairman referred to the letter and attachment from the Permanent Secretary dated 18th July 2010. He asked members to note its content. He said he would have to review membership of Committees as a result of this letter.

7/12/12
ARTICLE 55 REVIEW – STATUTORY 3 YEARLY REVIEW OF THE RELIGIOUS COMPOSITION OF THE WESTERN HSC TRUST WORKFORCE

Mrs Ann McConnell, Assistant Director Human Resources, attended and made a presentation in relation to the Review. She said this was the first such report for the Western Trust. She said that it was recognised that the Trust’s position might change when the next census information from 2011 is published.

Members noted the detail of the analysis and the advice of the Equality Commission about actions to be taken. Following discussion and consideration the Report was approved.
7/12/13
WEEKLY PAID STAFF MOVING TO MONTHLY PAY

Ms Sheerin referred to the briefing note that included the context for the proposal to harmonise pay arrangements resulting in a move to a monthly pay cycle for all staff. She said that this move would increase efficiency, promote accuracy of pay calculations and support compliance with HMRC requirements. She proposed that employees would be paid on a monthly basis from the end of October 2012.

Ms Sheerin outlined the consultation process that had been undertaken and said that of the 1482 posts affected 179 employees attended the 38 sessions held over 9 days. Trades Union representatives also raised concerns on their members’ behalf at a number of Consultation meetings.

She outlined the concerns that were raised by staff and described the mitigating actions planned to address these concerns. She said that the most important of these was the availability of an advance of salary to allow staff to manage the transition to the monthly pay cycle.

Ms Sheerin added that similar exercises had been undertaken in some of the legacy Trusts and said that although there had been a reluctance on the part of staff to move to the new arrangement initially, it now works very effectively. Board members expressed their support for the proposal with the assurance that the transition would be managed effectively for staff with a particular emphasis on the availability of the advance of salary.

7/12/14
POLICIES

Following consideration, the following policies were approved, subject to minor amendments:-

- Manual Handling
- Legionella
- Management of Patient Choice Related Discharge Delays
- Admission of Children to the Acute Children’s Wards within WHSCT

7/12/15
CAR PARKING – SOUTH WEST ACUTE HOSPITAL

Ms Groogan referred to the enclosed briefing paper and described some of the car parking issues that arisen since the South West Acute Hospital opened on 21 June 2012.
Following discussion members agreed the following:-

- To immediately remodel the existing parking provision to provide 90 additional spaces to come into effect in September 2012;

- To construct a further 150 new spaces on the site;

- To implement the South West Acute Hospital Travel Plan. The Travel Plan will encourage car sharing, use of public transport and various environmentally friendly initiatives, such as 'walk to work' and 'cycle to work';

- To defer the relocation of the remaining community based staff from community facilities to the hospital site until the car park spaces are constructed;

- To defer charging on the 187 spaces at the two tier car park until the construction of the additional 150 new spaces. Charging on the 49 spaces adjacent to the Emergency Department will proceed as planned in September 2012.

7/12/16
MINUTES OF MEETING OF GOVERNANCE COMMITTEE HELD ON 27 JUNE 2012

The Chairman referred members to the minutes of the Governance Committee held on 27 June 2012. The minutes were approved as a true record of the discussion.

7/12/17
REPLACEMENT OF AUTOMATED ENDOSCOPE REPROCESSORS AND REVERSE OSMOSIS PLAN IN THE ENDOSCOPY UNIT BUSINESS CASE

Mr Moore referred to the enclosed Business Case and explained the need to upgrade and replace Endoscopy equipment at Altnagelvin. He clarified that if the Business case was approved by the Board, it would be forwarded to HEIG at the Department for consideration of funding. The Business Case was approved.
7/12/18
RADIOTHERAPY UNIT AT ALTNAGELVIN HOSPITAL – STAGE 2 OUTLINE BUSINESS CASE (OBC)

Mr Moore took members through the detail of the enclosed OBC2 in respect of the Radiotherapy Unit at Altnagelvin. He advised that it was anticipated early approval of the OBC2 would ensure the continuation of detailed planning and design, albeit it was likely DFP would require a Full Business Case submission in advance of the Trust proceeding to tender.

Following discussion the OBC2 was approved.

7/12/19
TRUST FUNDS

Mrs Mitchell brought 2 requests to the Board for consideration. Following discussion these were approved:

- £40,600 from the TCH Patients’ Welfare Fund for the purchase of Urological Video Cystoscopes;
- £42,000 from the Cancer Services Fund to support the Macmillan Welfare Rights Service.

7/12/20
ISSUES FROM PATIENT AND CLIENT COUNCIL

There was no-one present from the Patient and Client Council.

7/12/21
CONFIDENTIAL ITEMS

7/12/22
ANY OTHER BUSINESS

Mrs Way brought two Business Cases to the Board for consideration:

- Equipment Replacement Gamma Camera Altnagelvin Hospital
- Equipment Replacement – Interventional Room Altnagelvin Hospital
She clarified that the funding would be made available regionally and that the Business Cases had received commissioner support. Following discussion the 2 cases were approved.

7/12/23
DATE OF NEXT MEETING

The next meeting of the Trust Board will take place on Thursday, 6 September 2012 at 10.00 am in Omagh.

_____________________
Mr G Guckian
Chairman
6 September 2012