



**Minutes of a Trust Board Meeting held on
Thursday, 25 September 2014 at 2.00pm at NIAS Headquarters,
Site 30, Knockbracken Healthcare Park, Saintfield Road,
Belfast, BT8 8SG**

Present:

| | |
|------------------|--|
| Mr P Archer | Chairman |
| Mr L McIvor | Chief Executive |
| Ms A Paisley | Non-Executive Director |
| Prof M Hanratty | Non-Executive Director |
| Mr N McKinley | Non-Executive Director |
| Dr J Livingstone | Non-Executive Director |
| Mrs S McCue | Director of Finance & ICT |
| Mr B McNeill | Director of Operations |
| Dr D McManus | Medical Director |
| Ms R O'Hara | Director of Human Resources and Corporate Services |

In Attendance:

| | |
|---------------|--------------------------------|
| Ms P Burn | Executive Administrator (Temp) |
| Miss K Baxter | Senior Secretary |

Welcome and Format of the Meeting

The Chairman opened the meeting by welcoming members of the public and Trust Board.

1.0 Apologies

No apologies were received.

**2.0 Procedure: Declaration of potential Conflict of Interest / Pecuniary Interests
Quorum.**

No potential conflicts of interest/pecuniary interests were declared and the Board was confirmed as quorate.

Suspension of Standing Orders

The Chairman suspended Standing Orders to allow the Annual General Meeting to take place.

3.0 ANNUAL GENERAL MEETING

i. Presentation of Financial Statements 2013/14

The Finance Director provided a presentation on the financial performance for the past year through an analysis of the annual accounts 2013/14

ii. Presentation of Annual Report 2013/14

The Chief Executive presented the Annual Report outlining the activity for the past year and the challenges for the year ahead.

iii. Question & Answer Session

- Is there a 5 year warranty on new vehicles?
- Director of Operations to check and advise the Board.
- Tribute was paid to Mr John McPoland for his handling of all media stories.
- How does the Trust reconcile its reporting to the Board during the year that funding has been decreased while the audited Annual Accounts confirm an increase in both expenditure and income?
- It was confirmed that although demand has increased and the Trust has achieved efficiency savings, expenditure has increased overall as additional funds have been provided for through service developments.
- Response performance was discussed and it was noted that response in the Belfast area was higher than other regions. It was explained that as Belfast has two major A&E departments there were more crews in the area doing routine or emergency calls which means they can be diverted to calls which can give a quicker response time. Also, Belfast region has a higher population density than the other 4 LCG regions
- It was suggested that an executive summary of the annual report should be considered in future.

ANNUAL GENERAL MEETING CONCLUDED

Reinstate Standing Orders

The Chairman advised that the business of the public meeting would now continue.

4.0 Minutes of the Previous Meeting of the Trust Board held on 31 July 2014

Members accepted the minutes as a true reflection of discussions held on the proposal of the Chief Executive, seconded by Ms Paisley.

Action: Approved

4.1 Action Log

Chief Executive's update (Minute ref 6.1)

Dr McManus will provide a presentation on Community Resuscitation Strategy as a separate item on the agenda.

HSC Framework (Minute ref 9.0)

It was confirmed that comments had been forwarded to Chief Executive.

Forward agenda (Minute ref 15.0)

It was confirmed that dates were currently being agreed for future Workshops.

5.0 Matters Arising

All matters arising will be discussed as per the agenda. There were no additional matters arising.

6.0 Chairman's Business

6.1 Chairman's Update

The Chairman gave a brief outline of his diary commitments since the last Board meeting.

6.2 Trust Board dates 2015

Paper with proposed dates for Trust Board meetings in 2015 was presented.

It was advised that Trust Board meetings for next year will be rescheduled for the first Thursday of the month rather than the last Thursday of the preceding month. This is because difficulties have been experienced in the completing of reports given statistical information is not available until the middle of the month: eg a meeting held in the first week of January 2015 could now provide information up to the end of November 2014.

6.3 In Committee Meeting held on 10 September 2014

Chairman confirmed that an additional In Committee meeting had taken place on 10 September 2014 to consider the 'Vote of No Confidence' which had been issued by Unison.

At this meeting Non Executive Directors expressed their full confidence in the Chief Executive and the Executive team in addressing the concerns raised by Unison.

It was agreed that three Executive Directors and two Non Executive Directors would invite representatives from Unison to meet with them to discuss the issues raised. This meeting has been arranged for Thursday, 2 October 2014.

7.0 Chief Executive's Business

7.1 Chief Executive's Update

The Chief Executive gave a brief outline of some of his activities since the last Board meeting:

- Held radio interviews with Stephen Nolan in connection with recent media issues
- Attended Human Rights Enquiry on 8 September 2014 with Director of Operations, Assistant Medical Director and Assistant Director of Human Resources, Equality, PPI and Patient Experience
- Attended Strategic Regional Co-Ordination Group of the Unscheduled Care Task Group on 10 September when 4-12 hour breaches was discussed

The Chairman confirmed that the Trust had received a letter of praise from the Commissioners thanking the Trust for their engagement in the Human Rights Enquiry.

7.2 Transforming Your Care (TYC) Update

An update was provided by the Chief Executive who reported that the programme is still at 'amber' as per previous update given.

Chief Executive confirmed he had attended a Health & Social Care Board TYC Workshop on 12 September 2014 along with the Director of Finance & ICT, TYC Manager and the Assistant Director of Operations, Control Manager. The workshop looked at 4 key areas:

- Care Pathways
- Outpatient Transformation
- Acute Reform
- Reablement and links to Domiciliary care

It was discussed that originally the timeline for TYC was 3 years but has now being extended to 3-5 years. It was noted that the programme was generating a considerable amount of work.

Chief Executive confirmed that two new members of staff would be joining the team on the 1 October 2014.

8.0 8.1 Performance Report as at 31 August 2014

The Chief Executive referred members to page 5 which gave an overview of the Strategic Aims and Objectives. He confirmed that the first strategic aim had been changed to red reflecting problems the Trust had identified in July / August 2014 with not enough crews available to maintain desired levels of cover. This was largely due to sickness and unavailability of staff to cover overtime.

The Risk Register has been revised with Risk 253 Statutory Duty to achieve financial balance being reported as high.

Risk 228 'Difficulty in delivery totality of planned A&E hours' has been added to the Corporate Risk Register from the Local Operations Risk Register to reflect immediate issues with providing ambulance cover and response. Steps have been taken arising from the problems which occurred in July 2014 with the ban of casual leave being lifted from the 1 August 2014.

Risk 241 'Organisational Cohesion' was maintained which was in relation to Non Executive recruitment.

Risk 243 'Balancing Statutory responsibilities' was retained. This risk is low but it is important that it is kept on the register.

Risk 246 'Linking Demand to Funding' had been placed as a medium rating.

This is an important risk as increased calls year on year impacted on costs. It was confirmed that this matter had been raised with Commissioners.

The Board was referred to page 13 and it was advised that 'Realign of Emergency Ambulance Control to operational priorities' was rated at amber as HCPC Protocol 35 had been implemented which had changed the management of HCP calls and had increased the volume of Cat A calls as a result.

Operations

The Director of Operations updated members. He referred to page 59 performance charts which showed the monthly cumulative position of Cat A calls as 62.2% regionally with the Belfast area being the only area to be above the regional target at 74.9%.

The Director of Operations provided a detailed analysis on the performance trends over the summer months up to August.

The actual level of cover provided as % of planned was:-

| | Day Shift | Night Shift |
|--------|-----------|-------------|
| June | 95.5% | 94% |
| July | 91.8% | 89.2% |
| August | 89.3% | 85.9% |

The Director expressed particular thanks to the Resource Management Team who worked tirelessly to achieve the levels of cover as above.

He discussed two key causal factors resulting in a performance drop.

Factor One : Pressures in provision of cover which included :-

- Rostered summer leave
- Requests for casual leave
- Requests for emergency leave
- Higher than normal sickness levels for the period. Dropped shifts as consequence of sickness were June 48.4%, July 36% and August 40%.
- Reduction in the uptake of overtime. This accounted for 16–22 % of dropped cover from June to August.

Factor Two: involved discussion on normal ongoing pressures as a result of increased 999 activity, lost cover due to ED pressures (turnaround times, diverts)

The Director of Operations then presented a range of contingency measures that were put in place from 26 July which included:-

- Use of voluntary ambulance services
- Not granting all casual leave requests
- Review of allocation of relief duties
- Use of officers and on call support to provide cover

- Call back by control Doctors

The Director then presented a detailed update on the recruitment which would stabilise the workforce and attract some external Paramedics and EMTs.

The Director confirmed to the Board that response to 999 remained a priority and the pressures of reduced cover were being experienced by delays in management of acuity Cat C and routine calls.

The Director of Operations summarised by confirming that we were still managing pressures in providing cover and that the risks associated with this were being managed appropriately, confirming that good progress has been made on the long term resolution ie: recruitment. He then expressed his thanks to the A&E, PCS and Control staff who not only worked harder during the periods of depleted cover but also worked on overtime shifts. He also thanked the support staff, managers and particularly the voluntary ambulance services who provided cover for NIAS during their busiest time of year.

Finance & ICT

The Director of Finance & ICT highlighted that the Trust was reporting an overspend of £16k by end of July 2014 and £32k by end of August 2014. She continued that, whilst this is subject to a range of assumptions in particular that service developments and the full cost of Agenda for Change are fully funded, increased spend on voluntary ambulances is providing a cost pressure. This assessment in August 2014 is that the Trust is on target to achieve financial breakeven by year end.

The Board was directed to page 83 where it was shown that 93.5% of invoices were paid on time. She highlighted that this shows a cumulative position to end of August of 89.9% which means that the cumulative target of 95% cannot be met in 2014/15.

Freedom of Information requests continue to show significant activity linked to the high level of media enquires.

Human Resources & Corporate Services

The Board was referred to page 119 by the Director of Human Resources & Corporate Services (HR&CS) where Section 75 Compliance Report to Equality Commission Northern Ireland had been rated as red. This breach was due to competing priorities. The Trust Board was reminded that this issue is already on the Corporate Risk Register.

Medical

Medical Director provided a report regarding emergency planning activity including a number of potential major incidents, business continuity incidents, training, exercises and Hazardous Area Response Team (HART) deployments. He also presented a clinical audit report in relation to the management of patients with actual or suspected stroke which shows a high degree of compliance with the relevant clinical performance indicators.

9.0 Community Resuscitation Strategy Presentation by Medical Director

Due to time constraints this item was deferred and would be discussed at the next meeting of Trust Board which is due to take place in November 2014.

10.0 Governance Rolling Action Plan

Due to time constraints this item was deferred. However it was noted that the Governance Rolling Action Plan had been previously circulated to members and that any further comments received would be discussed at the next Trust Board meeting in November 2014.

Chairman thanked Dr Livingstone on behalf of Trust Board for the time he is spending on the action plan.

11.0 Items for Approval

11.1 Policy on Policies

Director of HR&CS presented this Policy to Trust board for approval. It was confirmed that this policy was a result from a Regional Quality Improvement Authority action. Benchmarking has taken place with other HSC Trusts. It was confirmed that the new policy has been equality screened.

Approved by Mr McKinley and seconded by Professor Hanratty.

Action: Approved

11.2 Review of Infection Prevention and Control Procedures

Medical Director presented Review of Infection Prevention and Control Procedure for approval.

It was confirmed that the Policy had been reviewed in line with guidelines. It was discussed that the reviewed Policy would be circulated to relevant staff and that the Policy would also be available electronically for easy reference.

Approved by Mr McKinley and seconded by Professor Hanratty.

Action: Approved.

12.0 Items for Noting

12.1 Health and Wellbeing Action Plan 2014-2017

Director of HR&CS presented this paper for noting and confirmed it was in line with the current policy.

12.2 Transformation and Modernisation Programme Update

Director of HR&CS presented a paper on TYC which informed Trust Board on the TYC Project which sits within the newly established Transformation and

Modernisation Programme.

It was confirmed that Executive Directors meet with TYC Manager once a month for a Modernisation Programme Board meeting which gives an overall update.

12.3 Complaints Annual report 2013/14

Director of HR&CS presented this report for noting confirming that in the period of 2013 – 2014 there had been 150 complaints and 191 compliments.

13.0 Application of Trust Seal

13.1 Ballymena Ambulance Station

The Trust Seal has been used for the following:

- Conveyancing of site from Ballymena Borough Council to NIAS
- A licence to allow Ballymena Borough Council to use this newly purchased site as a park and ride facility between 25 and 31 August 2014 as part of the Northern Irish Open Golf Tournament.

14.0 Forum for Questions

No questions were received.

15.0 Any Other Business

No extra items were raised.

16.0 Forward agenda

No items were put forward to be raised at the next meeting.

Date, Time and Venue of Next Meeting

The next meeting of the Trust Board will be held on Thursday, 27 November 2014 in the Eastern Division (venue to be confirmed).

The Chairman thanked those present for attending and called proceedings to a close.

Signed: 

Date: 27. 11. 14
Chairman