



Minutes of Trust Board

**Tuesday 18 June 2019, 11.30am, Boardroom, NIAS Headquarters, Site 30
Knockbracken Healthcare Park, Belfast, BT8 8SG**

Present:

Mrs N Lappin	Chair
Mr W Abraham	Non-Executive Director
Mr A Cardwell	Non-Executive Director
Mr J Dennison	Non-Executive Director
Mr D Ashford	Non-Executive Director
Mr T Haslett	Non-Executive Director
Mr M Bloomfield	Chief Executive
Mrs S McCue	Director of Finance & ICT
Mr R Sowney	Interim Director of Operations
Mrs R O'Hara	Director of HR & Corporate Services
Dr N Ruddell	Medical Director

In Attendance:

Mrs J McSwiggan Senior Secretary

The Board welcomed Mr R Sowney, Interim Director of Operations, to his first Trust Board meeting.

1.0 Apologies

No apologies were noted.

2.0 Procedure: Declaration of potential Conflict of Interest / Pecuniary Interest / Quorum

No potential conflicts of interest/pecuniary interest were declared. The Board was confirmed as quorate.

3.0 Minutes of the previous meeting of Trust Board held on 4 April 2019

It was noted that a name has been omitted under Agenda Item 10.0 (The Ambulance Service Charity).

Action: Chief Secretary to add name to Minutes.

Subject to this change the Minutes were approved on the proposal of A Cardwell, seconded by T Haslett.

4.0 Matters Arising

Under Agenda Item 8.0 (HSC Conflict, Bullying and Harassment in the Workplace), R O'Hara advised that at the April meeting of the HR Directors' Forum, the other Trusts confirmed that regionally developed policies are presented to their Boards for noting as opposed to approval.

All other matters arising are covered within the Agenda.

5.0 Chair's Business

5.1 Chair's Update

The Chair gave an outline of her activities and meetings attended since her last report, highlighting the following:

- Thanks to all who had organised and contributed to the very successful NIAS Leadership Conference (11 April 2019).
- The NICON Conference had been well attended (16-17 May 2019).
- With regards the Duty of Candour session at NICON, J Dennison advised that P McBride (Chair of IHRD Duty of Candour Workstream) had been invited to present to his organisation.
- **Action: J Dennison to provide feedback on the Duty of Candour presentation to his organisation.**
- Thanks to the other Non-Executive Directors who joined the Chair on a very interesting visit to HEMS (10 June 2019).
- The potential value of the Programme for Government to NIAS was highlighted.

6.0 Chief Executive's Business

6.1 Chief Executive's Update

The Chief Executive outlined his activities and meetings attended since the last Trust Board, highlighting the following:

- With regards recent media reports, the Board noted that these are being taken seriously, and immediate and longer term action is being undertaken to resolve issues raised. The Chief Executive had written to staff twice immediately following the media reports on staff stress to remind them of the range of support available. It was noted that many staff do not have access to corporate communications, so on this occasion Station Officers had been asked to print and distribute a copy to each individual. It was agreed that consulting staff on how best to communicate with them would be essential, and that considering the work of other Trusts and organisations in this area would be beneficial. The value of face-to-face communication was also noted.
- The CRM proposal has now been submitted formally to the Department of Health for consideration, and appropriate preparation work is being taken forward by Mr B McNeill.
- The Chief Executive added his welcome to Mr R Sowney, who has been in post as Interim Director of Operations since May.
- Recruitment for senior staff posts is ongoing.
- The Chief Executive added his thanks for the Leadership Conference.

- The contribution of Glenn O'Rorke (HEMS Operational Lead), Stephanie Lecky (Community Resuscitation Lead), Jonny McMullan (Control Quality Assurance Auditor) and Frank Orr (Assistant Director of Education, Learning & Development) at the NICON Conference was acknowledged.
- Forty-eight EMTs graduated on 20 May and are now on operational duties. A further cohort of 48 has started.
- A regular meeting with NIFRS to discuss areas of possible collaboration was held on 24 May 2019.
- Work by AACE on the long-term strategic direction for NIAS is nearing conclusion, and a series of engagement sessions with staff are planned for the summer, with an invitation to Non-Executive Directors to attend.
- Congratulations to Jackie O'Hara (Paramedic Supervisor), the deserving recipient of the Queen's Ambulance Medal in the Queen's Birthday Honours.
- Jackie was also one of eight NIAS staff who graduated from Limerick University last week, congratulations to them all for embarking on this study in their own time. The Board will consider how it can support future students.
- Congratulations also to Stephanie Lecky (Community Resuscitation Lead), on being runner up at RCN Nurse of the Year 2019.

7.0 Transformation Initiatives

The Chief Executive welcomed Sarah Williamson on her return to work and introduced members of staff who presented a number of transformation projects. It was noted that these projects had recently been presented to the Department of Health's review of urgent and emergency care and had been positively received.

The Board thanked the team for an excellent presentation and agreed to encourage more visibility of this work at Committee and Board level to provide support to the team. It was noted that the role of this work is in parallel to and complements the CRM programme and is an integral part of the longer term strategic development of the Trust.

8.0 Draft NIAS Corporate Plan 2019/20

The draft Corporate Plan for 2019/20 was considered, with the major change being the current year's key objectives. With regards the AACE recommendations for good attendance, it was noted that following the Trust Board Workshop in March 2019, a Good Attendance Programme has been established to implement the recommendations.

The Plan was approved on the proposal of A Cardwell, seconded by W Abraham.

9.0 Items for Approval

9.1 Revised Corporate Risk Management Policy / Interim Corporate Risk Management Strategy

Within the Policy, clarification was required on page 41 that the specific opportunities referred to are for organisational learning to be embedded

across the organisation.

Action: K Keating, Risk Manager, to reword.

Subject to the requested clarification, the Policy and Strategy were approved on the proposal of D Ashford, seconded by T Haslett.

9.2 Revised Policy & Procedures for Management of Medicines

It was noted that this is a scheduled review, and no substantial changes have been made to the document – changes include an extended range of drugs, and EMTs being permitted to administer a range of drugs.

The Board asked that in future a cover sheet be provided to clarify what changes have been made in the course of a document review. It was noted that the new Board Secretary will ensure consistency of presentation.

The logistics of procuring medicines from the Belfast Trust's Pharmacy were clarified.

Assurance was provided that the level of detail contained within the Policy is appropriate for the public domain.

Action: References to DHSSPS should be replaced with DoH.

Subject to these amendments, the document was approved on the proposal of D Ashford, seconded by A Cardwell.

9.3 Assurance Committee Minutes 12 March 2019

It was noted that the timescale for concluding the two open whistle-blowing cases remains on target for end June 2019.

J Dennison proposed that the Board enter into reserved session, seconded by W Abraham, in order to discuss the details of these cases.

Following discussions, W Abraham proposed that the Board return to public business, seconded by Dr Ruddell.

9.4 Assurance Committee Minutes 4 April 2019

It was noted that actions arising from the Internal Audit Report on Complaints, Litigation, Incidents and Serious Adverse Incidents were now contained within the Annual Report. The steps taken by the Trust to address the backlog of outstanding investigations were commended.

The reference to formal updates and standing agenda items was highlighted.

10.0 Performance Reports as at 31 March 2019

The Directors were asked to report by exception.

Medical

Dr N Ruddell, Medical Director, confirmed that NIAS has a Business Continuity Strategy and Policy, as well as a schedule of exercise. Plans for all facilities are now in place.

Corporate Risk Register

The Corporate Risk Register was presented to Trust Board, as part of the scheduled quarterly reviews.

Human Resources & Corporate Services

R O'Hara, Director of HR & Corporate Services, highlighted the following:

- Page 161 (Complaints Report) – it was noted that as of 3 June the Complaints Manager will now focus solely on clearing a backlog of open complaints. The Complaints Policy and Procedure is out to consultation until 28 June.
- It was clarified that "local resolution" is a Datix term referring to NIAS (i.e. Complaints or other Manager).
- **Action: A RAG rating for projects within the Good Attendance Programme will be included to give the Board a better indication of progress.**
- It was agreed that Assurance Committee is the best forum for a detailed review of the Good Attendance Programme, with the Board retaining oversight through this report.

Finance & ICT

S McCue, Director of Finance & ICT, highlighted the financial position at the end of March 2019, having discussed this in detail at Audit Committee this morning.

The challenges faced by the small Information Team in light of the rising number of information requests were highlighted.

Operations

R Sowney, Interim Director of Operations, highlighted the following:

- Performance remains a challenge, particularly at weekends and in the evening. While steps are being taken to sustain staff numbers over the summer, it was noted that the long term answer lies in recruitment.
- Effective communication with staff is key at all levels to improve staff morale, actions to address this are:
 - More improved verbal communication between control and crews.
 - Face-to-face meetings with staff during station visits to provide an opportunity for management to express their support and listen to concerns.
 - Written communication in hard copy format to all staff who have poor access to email.
- In the longer term, standardisation of station management is required to enable sharing of best practice across stations.
- Turnaround times at ED remain a challenge, and while hospital receivers free up resources, this is a short term solution only.

11.0 Application of Trust Seal

The Trust Seal was not applied.

12.0 Any Other Business

12.1 **Standing Orders**

S McCue circulated the revised Standing Orders, with the changes highlighted. The document has been revised to meet Internal Audit recommendations, and to provide more clarity to arrangements within the Trust. The following points were highlighted:

- **3.17.1 (Reserved Sections) and 3.17.3 (Business proposed to be transacted when the press and public have been excluded from a meeting).**

The Board is content for the Chair to draw the public meeting to a close and declare the start of the reserved meeting, with separate Minutes taken for both parts. Clarification on the wording around In Reserve / In Committee is required.

- **4.8.1 – Audit Committee**

It was agreed to remove the wording around membership of the Remuneration Committee to align with other Trusts, proposed by the Chair, seconded by R Sowney.

- **4.8.3 – Assurance Committee**

The requirement for one member to have “recent and relevant clinical experience” was discussed. It was suggested that the provision of clinical input be co-opted rather than stated explicitly in the Standing Orders. The removal of this wording was proposed by R Sowney, seconded by J Dennison, with a more in depth review of this proposed for the Board Secretary upon appointment.

- It was noted that the approval of policies at Trust Board is not referenced within the Standing Orders.

The Standing Orders will be reviewed, including all of the issues raised here, by the Board Secretary following appointment.

12.2 **S McCue’s Retirement**

The Board paid tribute to S McCue’s contribution to NIAS over her 17 years as Finance Director and Board Member. The Board expressed its thanks and wished her well in her retirement. The Chief Executive added his personal thanks for her support and her contribution to the organisation.

Date, Time and Venue of Next Meeting

The next Trust Board meeting will be held on Thursday 1 August 2019.

Signed: Nicole Linn
(Chair)

Dated: 4/11/19