



Minutes of Trust Board
Thursday 1 August 2019, 10:00am,
North Divisional Headquarters, Ballymena

Present:

Mrs N Lappin	Chair
Mr T Haslett	Non-Executive Director
Mr A Cardwell	Non-Executive Director
Mr J Dennison	Non-Executive Director
Mr M Bloomfield	Chief Executive
Dr N Ruddell	Medical Director
Mr P Nicholson	Interim Director of Finance & ICT
Mr R Sowney	Interim Director of Operations
Mr Brian McNeill	Director of CRM Programme (for Agenda Item 7)

In Attendance:

Ms M Smith	Senior Secretary
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1.0 Welcome and Introductions:

The Chair welcomed Mr P Nicholson to his first Trust Board in his new role as Interim Director of Finance and ICT.

Apologies were received from Mr Dale Ashford, Non-Executive Director, Mr William Abraham, Non-Executive Director and Ms Roisin O'Hara, Director of HR and Corporate Services.

2.0 Procedure:

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

3.0 Minutes of Trust Board Meeting held on Thursday 18 June 2019

The minutes were approved on the proposal of Mr T Haslett and seconded by Mr R Sowney and signed and dated by the Chair.

4.0 Matters Arising:

There were no matters arising.

5.0 Chair's Update:

The Chair outlined her activities and meetings attended since the last Trust Board meeting as follows:

- **Staff Engagement Sessions:** The Chair referred to the discussion document that was issued to staff in advance of the commencement of a planned series of staff engagement sessions and encouraged Board members to attend at least one of the sessions. It was agreed that all sessions should be attended by the Chief Executive along with 1 Non-Executive Director and 1 Executive Director.

- Review of Board Effectiveness: Non-Executive Directors were requested to complete appraisal paperwork.
- The Chair participated on a recent ride along she had with both Emergency and Non-Emergency crews. She found the experience to be very informative in terms of understanding the daily challenges faced by NIAS front line staff and recommended that other Non-Executive Director should do the same.

6.0 Chief Executive's Update:

Mr Bloomfield outlined his activities and meetings attended since the last Trust Board as follows:

- Attended Department of Health Urgent and Emergency Care Summit, which aims to improve the delivery of these services. The important contribution of NIAS to the Transformation of urgent and emergency care services was highlighted.
- The 'Good Sam' App was launched on 28 June 2019. This app links people with lifesaving skills with people who need those skills. It is expected that this app will make a significant contribution to improving patient outcomes. People with lifesaving / first aid skills can register on this app and can be sent as first responders to incidents near them if they are the closest resource. NIAS and the Southern HSC Trust have already registered with the app, it is expected that all health Trusts and other organisations will have registered by 2020.
- The Chief Executive spent a night shift in the Emergency Ambulance Control (EAC) room on 11 July 2019. He was very impressed with the calm professional approach by staff in the EAC on what is traditionally one of the busiest nights of the year for NIAS. Mr Sowney also joined the Chief Executive during the evening following a shift with front line crews.
- On 15 July 2018, the Nolan Show on BBC Radio Ulster was dedicated to reporting on the work carried out by NIAS. The show included recorded interviews with EAC staff, Clinical Support staff and Managers. It provided the Trust with an opportunity to showcase the excellent work carried out by NIAS staff.
- The Chief Executive along with Mr Sowney attended a meeting with Mr Pat Sheehan, MLA, to discuss services in rural areas.
- On 18 July a significant meeting took place with Trade Union Representatives. The purpose of this meeting was to discuss the long outstanding issue in respect of banding levels for Paramedics and Emergency Medical Technicians (EMTs). A letter was issued to Trade Union Representatives following the meeting which set out the Trust's planned approach for dealing with this issue. The Trust Board welcomed current steps being taken and looks forward to seeing these issues being resolved.
- The Open Golf tournament took place in Portrush from 14-21 July 2019. NIAS had a significant role in the planning of the event and were also responsible for the provision of emergency medical services at the event. Feedback from the event organisers in relation to the services provided by NIAS has been extremely positive. The Trust Board acknowledged the good work of NIAS staff at this well organised event.
- The Chief Executive discussed recent media coverage in respect of the delay in providing an ambulance to a young girl involved in an accident in Groomsport, Co. Down. He briefed the Board on the circumstances of this case and clarified some of the details reported in the media.
- An update was provided on emerging themes from recent staff engagement sessions which will be useful for developing the long term strategy plan. The Chief Executive reinforced the Chair's request for Non-executive Directors to

attend future staff engagement sessions.

7.0 Update on proposed new Clinical Response Model (for information)

Mr B McNeill presented an update on the work being taken forward to prepare for the implementation of the new Clinical Response Model (CRM) as follows:

- Progress to date includes:
 - The completion of a consultation & EQIA process in January 2019.
 - NIAS prepared and submitted a report to the Department of Health (DoH) in respect of findings from the consultation process in April 2019.
 - The DoH gave approval for funding to set up a Project Team that would be responsible for scoping out the requirements of the full CRM programme.
 - In May 2019 NIAS submitted a letter to the Permanent Secretary of the DoH requesting approval to proceed with the introduction of the new CRM Code Set with effect from 1 October 2019. .
- Emerging CRM Projects include
 1. Demand Capacity Refresh Project – this includes a refresh of modelling exercises carried out by ORH Ltd in August 2017 to determine the required resources to implement the CRM. This project commenced in April 2019 and is expect to complete in late September 2019
 2. CRM Code Set Project – the Association of Ambulance Chief Executives (AACE) were engaged in April 2019 to assist NIAS with the implementation of the new CRM Code Set from 1 October 2019 (subject to approval by the DoH). AACE provided a Project Manager and the project is now underway.
 3. Performance Monitoring Project – As part of the Code Set Project the Trust has identified the requirement to review and refresh methods used for the gathering and collation of data that forms the basis of Performance Reporting. This will be essential for the provision of robust performance reporting and associated best practice governance.
 4. Capital Infrastructure – this will map out funding required for additional estates and fleet resource requirements.
 5. Workforce Planning – this project will map out funding required and strategies for the recruitment of necessary staff required in order to attain the required performance standards following implementation of the CRM.

Mr McNeill provided further details of progress in relation to the CRM Code Set project which is expected to go live on 1 October 2019, subject to approval from the Department of Health; key points included:

- An explanation of the new call categories and associated performance standards was provided.
- An overview of the predicted call profile from 1 October 2019
- Change of clock start and associated implications was discussed
- Next steps for CRM project:
 - Engagement with EAC and Operational staff throughout August in respect of implementation of the new code set
 - Code Set expected to go live on 1 October 2019
 - Demand Capacity Refresh Review Report is expected to be delivered in October 2019
 - Preparation of Business Case for overarching CRM project will commence in September 2019, the completed business case is expected by end January 2020

During subsequent discussion the following issues were considered:

- Discussion of the recommended requirement of a 24/7 Clinical Support Desk

for the successful outcome of the CRM Code Set project

- Resource requirements to meet performance standards and targets
- Contingencies for potential risks to providing service when old C3 system is taken down and prior to up load of new system.

The Chair thanked Mr McNeill for the update and noted that a further update would be provided at the Trust Board on Thursday 3 October.

8.0 Final Accounts 2018-19 (for noting)

Mr Nicholson provided an overview of the NIAS Annual Report and Accounts for year ending 31 March 2019. He drew attention to the Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly and noted that today represented the formal publication of the 2018-19 annual report and accounts.

Mr Nicholson thanked everyone involved in the preparation, audit and publication of the document.

The Board noted the update.

9.0 Update on Incidents and Complaints Report (for noting)

Dr Ruddell provided an update on actions to address Internal Audit (IA) Findings on Incidents, Complaints and Litigation. Points of note included:

- SAI Training has been arranged for the Trust Board and for front line staff dealing with SAIs.
- A job evaluation report, including recommended banding for the Serious Incident Investigation Lead has been received and agreed. The recruitment process is now progressing.
- Capacity to process complaints, remains an issue for NIAS, other Health Trust are experiencing similar problems.

The Trust Board thanked Dr Ruddell for the update and noted that there had been good progress in addressing the actions of the IA Report.

10.0 Recruitment Update (for noting)

The Chair proposed that this item was deferred for discussion at the next Trust Board meeting on 3 October 2019, when Ms O'Hara would be available. The Board agreed.

11.0 Concerns, Complaints and Compliments – Policy & Procedure (for approval)

Mr Bloomfield, on behalf of Ms O'Hara, provided an overview of the Concerns, Complaints and Compliments Policy, which was submitted for approval by Trust Board. The Board discussed and reviewed the policy and procedures documents and noted that they were revised versions of existing NIAS policies and procedures.

The Concerns, Complaints and Compliments Policy and Procedures documents were approved, subject to minor amendments on the proposal of Mr Cardwell and seconded by Mr Dennison.

12.0 Good Attendance Management Update (for noting)

The Chair proposed that this item was deferred for discussion at the next Trust Board meeting on 3 October 2019, when Ms O'Hara would be available. The Board agreed.

13.0 Claims Management – Policy and Procedure (for approval)

Mr Bloomfield, on behalf of Ms O'Hara provided an overview of the revised Policy and Procedures document in respect of Claims Management. The Board discussed and review the documents.

The Claims Management Policy and Procedures documents were approved subject to minor amendments on the proposal of Mr Haslett and seconded by Mr Sowney.

14.0 Infection Prevention & Control Education & Training Strategy (for approval)

The Chair invited Ms L Charlton to present an overview of the Trust's Infection Prevention and Control (IPC) Education and Training Strategy which was submitted for review and approval by the Trust Board.

Ms Charlton presented background information in relation the Strategy document which was developed following a series of unannounced inspections of several NIAS ambulance stations commencing in November 2018.

Presentation highlights included:

- An update in respect of the Trust's IPC training and education strategy, developed on the basis of the advice and recommendations of the RQIA
- Roles and responsibilities – issues arising for Managers
- Training Needs – this included updates in relation to:
 - Competency based assessments
 - Post Proficiency days – are scheduled to commence in September 2019
 - Training for Non-Executive Directors had been scheduled for 27 & 29 August 2019.
- A business case in respect of funding for the Trust's IPC requirements was prepared. This provided justification and reasoning for the recruitment of an IPC Lead Nurse, who will play a key role in the implementation of NIAS strategy in relation to IPC. The IPC Lead is expected to take up post in early November 2019.
- Key Performance Indicators (KPIs) for IPC have been benchmarked against other UK Ambulance Services
- The RQIA carried out a series of follow up inspection on Tuesday 30 July 2019.

The Chair thanked Ms Charlton for comprehensive overview of the strategy document and for the update in relation to progression of implementing robust IPC processes.

The Infection Prevention & Control, Education & Training Strategy was approved on the proposal of Mr Sowney and seconded by Dr Ruddell.

15.0 Items for Noting

15.1 Assurance Committee Minutes 21 May 2019

The Trust Board reviewed and noted the minutes of the Assurance Committee on 21 May 2019.

16.0 Directors Highlight Reports as at October 2018:

16.1 Medical

Dr Ruddell, Medical Director, provided an update to the Trust Board. The following highlights were noted:

- The Helicopter Emergency Medical Service (HEMS) are currently unable to land helicopters at the Royal Victoria Hospital (RVH) following an inspection by the Northern Ireland Fire and Rescue Service (NIFRS). The inspection identified that Belfast Trust were unable to meet fire safety standards required by NIFRS. An urgent meeting has been arranged between NIAS, Belfast Trust and HEMS to discuss this issue in depth.

16.2 Human Resources & Corporate Services

The Human Resources & Corporate Services Report to Trust Board was noted as written.

16.3 Finance & ICT

Mr Paul Nicholson, Interim Director of Finance & ICT, provided an update to the Trust Board. The following highlights were noted:

- The Trust is reporting a break even position for the three months ending 30 June 2019.
- The Trust has received a Capital Resource Limit allocation of £7.982m
- Mr Nicholson noted that demand on the Business Information Team have increased substantially due to resourcing issues. Solutions for to relieve the pressures this is putting on the team are currently being reviewed.

16.4 Operations

Mr R Sowney, Interim Director of Operations, provided an update to the Trust Board. The following highlights were noted:

- Mr Sowney has implemented a number of actions to improve the sharing of essential operational information and to improve operational performance and staff morale, these include;
 - Daily "Huddle" meetings every morning for key Operational personnel.
 - Proactive approach to following up with frontline staff who experience assaults and abuse on the job.
 - Weekly performance reviews with ADs
 - Revision of Overtime Rules

17.0 Application of Trust Seal:

Mr Nicholson advised that the Trust Seal had been applied to the following documents:

- Contract in relation to the REACH Project
- Renewal of Lease for Carrickfergus Ambulance Station with Mid and East Antrim Borough Council.


18.0 Any Other Business:

The following items were discussed under AOB:

- A query in relation to assaults on staff was raised by Mr Cardwell, who enquired if there had been any reduction of the number of assaults on front line staff. Mr Cardwell discussed a recent programme on BBC1 on the subject of assaults on emergency service crews which reported the story of a member of NIAS staff who had suffered an assault at work. The Trust Board discussed this topic at length including processes that are in place to assist staff that have been assaulted during the course of their work.

Date of Next Meeting:

The next meeting of the Trust Board will be held on Thursday 3 October 2019,
location to be confirmed.

Signed:  Dated: 4/10/19
(Chairman)