



Northern Ireland Ambulance Service Health and Social Care Trust



Minutes of Trust Board – Public Meeting

Thursday 4 April 2019 1000hrs

Board Room, NIAS HQ, Site 30 Knockbracken Healthcare Park, Belfast

Present:

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

In Attendance:

Mrs J McSwiggan	Senior Secretary
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1.0 Welcome and Introductions

The Chair welcomed everyone to the April Trust Board meeting, in particular Mr J Dennison attending his first meeting as Non-Executive Director.

No conflicts of interest were noted and the Board was confirmed as quorate.

2.0 Apologies

An apology had been noted for Mr D Ashford, Non-Executive Director, but Mr Ashford was subsequently able to join the meeting before it concluded.

3.0 Minutes of Trust Board Meeting, 7 February 2019

- Mrs McCue asked that Agenda Item 11.3 (Director of Finance & ICT) be amended to read:
 - "AFC – The Trust continues with the assumption that the Board will fund the full legitimate costs of Agenda for Change for NIAS."
 - "Capital Expenditure – Allocation of £5.9 million of which £4 million is allocated each year to vehicles."
- Mrs McCue asked that Agenda Item 12.0 (Application of Trust Seal) be amended to read:

- "The NIAS Trust Seal has been applied once on 17 December 2018 in relation to the renewal of the lease of Derriagh Station."
- Mr Cardwell asked that the time of the meeting be added to the front page of the Minutes.
- Mr Abraham asked that Agenda Item 14.0 (Any Other Business) be amended to read:
 - "The Chair proposed for the Minutes of the Audit Committee be brought to Trust Board each time for noting."
- The Chair advised that the draft Minutes would in future be issued more promptly for review.

Subject to the above changes, the Minutes were approved on the proposal of Mr Cardwell, seconded by Mr Haslett.

4.0 **Matters Arising**

There were no matters arising.

5.0 **Chair's Business**

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

- The Staff Recognition Award Winners' breakfast reception this morning had been a good opportunity to meet those recognised at the first Staff Recognition Awards event on 28 March, and formal thanks to the organisers of the event was recorded. It is hoped that this will become an annual event.
- The Chair suggested that all members of the Board and Executive Team consider visiting staff at stations, possibly to include a ride-along with a NIAS crew, following her very beneficial ride-along at Enniskillen Station.
- The Chair advised that a new Code of Practice on Partnership between Departments and Arms Lengths Bodies has been issued. She will ensure that all members of the Board and Executive Team receive a link to the new Code of Good Practice.
Action: Chair to ensure link to new Code of Practice is circulated.
- The Chair highlighted the Board Apprentice Scheme and encouraged NIAS participation in this scheme. The Board discussed issues of confidentiality and suitability of candidates / application process. It was agreed that participation at the first meeting would be as an observer. Participation was proposed by Mr Dennison, seconded by Mr Abraham. Mr Haslett expressed some concern about the scheme and abstained.
Action: Chair to raise Mr Haslett's query about how specific concerns about suitability of an apprentice are escalated with the

scheme organiser, and to feed back to Mr Haslett.

- The Chair advised that recruitment for a Board Secretary is underway.

6.0 Chief Executive's Business:

The Chief Executive outlined his activities and meetings attended since the last Trust Board as follows:

- The continuing provision of high quality of care by staff during a continued challenging winter period operationally was acknowledged.
- Thanks was extended to all those involved in the very professional response to the tragic events in Cookstown on St Patrick's Weekend, and Dr Ruddell's contribution was highlighted.
- NIAS continues to meet regularly with NIFRS exploring areas of potential collaboration.
- An encouraging frequent caller workshop was held on 25 February, with the Permanent Secretary giving supportive opening remarks. The focus was primarily on how to better meet the needs of these callers. The work of Joanna Smylie (NIAS Frequent Caller Lead) in this area was highlighted.
- The first Community First Responder Scheme Conference was held on 2 March and this was a very successful event, with 13 schemes represented and approximately 150 attendees. The excellent organisation of Stephanie Leckey (NIAS Community Resuscitation Lead) and her team was acknowledged.
- The National Ambulance Leadership Forum on 19-20 March was attended by several NIAS representatives, with Jonny McMullan (NIAS Control Quality Assurance Auditor) giving a presentation and Glenn O'Rorke (HEMS Operational Lead) being awarded "UK Paramedic of the Year". The Board acknowledged this achievement.
- The quarterly health meeting of Newry, Mourne & Downe Council was held on 25 March and was noted to be a useful engagement opportunity.
- The first Staff Recognition and Long Service Awards event was held on Thursday 28 March and this was an excellent opportunity to celebrate the incredible work of NIAS staff. The feedback on the evening has been very positive, and both the CMO and Lord Lieutenant gave very supportive addresses at the event. The first Paul Archer Award was presented on the night. The work of the organising committee was acknowledged, with particular thanks to John McPoland (NIAS Media and Communications Manager).

- The Chief Executive advised that Mrs McCue has confirmed her intention to retire and the end of June.

7.0 Clinical Response Model Report and Final Proposal – for approval:

Mr McNeill updated the Board on the outcome of the consultation process and highlighted the next steps, as outlined in the Proposal Annex and EQIA document. It was noted that the consultation has now closed and 45 written responses have been received. While some anticipated responses had not been received, those responses received were favourable of the adoption of the CRM.

Mr McNeill highlighted two areas for specific attention – care and management of older people, and addressing inequalities in rural communities.

The Board commended the summary document but asked that typographical errors be corrected.

Action: Mr McNeill to ensure proofreading of document.

The Board raised the issue of recurrent funding for the proposal. The support of the Department in principle for the proposal was noted, but a full business case will be required and funding will be subject to the availability of funds.

Mr McNeill outlined the next steps – following editing of the documents, the Clinical Response Proposal EQIA and Consultation Response will be forwarded to the Health & Social Care Board for consideration by their Board on 11 April and subject to their support, the EQIA and Summary Proposal Document will be forwarded to the Department of Health for approval.

Mr McNeill highlighted that in operationalising the call taking and dispatch process, a programme of change is required to support it, and these developments are not dependent on CRM, but in taking these forward they will provide mitigation to some of the issues identified.

Mr McNeill advised the Board that the first part of the proposal, adopting the call answering process, has already commenced from 1 April. It was emphasised that this is not an early implementation, rather a pragmatic adoption of best practice to managing safety risks in the best interest of services users, making best use of current limited resources.

Mr McNeill proposed that the Trust now starts the process of preparing to implement the full CRM code set from autumn 2019, subject to approval by the Department of Health. This will enable NIAS to safely manage all calls, but the Trust will not be in a position to achieve standards and indicators as consulted on until the resources to deliver are available.

Approval to proceed with the preparatory work and engage with the

Department of Health was proposed by Mr Cardwell, seconded by Mr Abraham.

Mr McNeill highlighted a second issue – with the ORH work having been completed in August 2017, data is now being gathered to refresh that, to identify what the requirements are to move forward, and more significantly to ascertain the trajectory of improvement. It was noted that the Department of Health has given approval to start planning for a second cohort of Paramedic students, and want to meet the Trust to discuss the longer term plan for staff recruitment.

Mr Abraham proposed that NIAS moves forward with this, taking it to the Health & Social Care Board and then to the Department of Health, seconded by Mr Haslett.

The Board thanked Mr McNeill and all those involved for their significant work on the consultation, and underlined their support for this work.

It was noted that Mr McNeill will be Programme Lead for CRM moving forward and will move temporarily into this role from 1 May 2019.

8.0 HSC Conflict, Bullying and Harassment in the Workplace Policy – for approval:

Ms O'Hara introduced this Policy and explained it had been produced by a Regional HSC-wide Group rather than NIAS. The Board discussed whether they can approve a policy. Members would wish to provide feedback on issues including:

- a move away from the use of punitive language to encourage staff to speak out;
- 4.1b – reference to medical or dental staff;
- 4.3.2 – subjectivity / alleged victim's perception.

Action: Ms O'Hara to feedback to the Regional Group and to raise with the HR Directors' Forum.

Action: Chair to raise with Department of Health.

The Chief Executive clarified that the Board is being asked to approve the Policy's implementation within NIAS. Mr Abraham reiterated that the Board can note that it has received and reviewed the policy, and acknowledges that it is being implemented within NIAS, but cannot approve the Policy itself.

The Chief Executive proposed the approval of the Policy's implementation within NIAS, seconded by Mr Haslett. Mr Abraham did not support this for the above stated reason.

Action: Chief Executive/Chair to review requirements of Standing Orders in this context.

9.0 NIAS Property Assessment Plan 2018/19 – 2023/24 – for approval:

The NIAS Property Asset Management Plan (PAM Plan) was presented for approval to submit to the Department of Health. The strategic plans for estate which will integrate with the CRM model will be discussed in more depth at the Board Workshop on 7 May.

The Property Asset Management Plan was proposed by Mr Abraham, seconded by Mr Haslett.

It was noted that the Department of Health is due to publish an HSC-wide estate report which may support NIAS in this area.

10.0 The Ambulance Service Charity:

Ms Sue Noyes and Mr Dan Squibb were welcomed to the meeting and gave a presentation on the work of The Ambulance Service Charity (TASC). The support available to current and former members of staff was highlighted. It was noted that NIAS staff have not previously availed of the support provided by TASC as they were not registered with the Charities Commission in NI. This has recently been addressed. Board members sought clarification on a number of issues in relation to the funding of TASC and welcomed its introduction in NI for staff.

The Chair thanked Ms Noyes and Mr Squibb for attending the Board.

11.0 Directors Highlight Reports at December 2018 (by exception only)

11.1 Director of HR &CS:

Ms O'Hara highlighted the work being undertaken in regard to managing attendance.

11.2 Medical Director:

Dr Ruddell reassured the Board on the Trust's contingency planning for Brexit, and highlighted the ongoing work around IPC, and the awarding of the REACH tender, with the project due to commence in June.

11.3 Director of Operations:

Mr McNeill highlighted the evidence supporting the initiatives discussed earlier in the agenda.

11.4 Director of Finance & ICT:

Mrs McCue provided an update on the forecast year-end financial position which shows a potential underspend. She also highlighted the continuing demands placed on the small information team by significant numbers of information, FOI and data protection requests, as well as input into the CRM development work.

12.0 Assurance Committee Minutes 14 November 2018 – for noting:

Noted.

The Chair raised the issue of complaints and incident reporting including SAIs which had been raised at a recent Assurance Committee meeting held on 12 March, followed by an Audit Committee meeting the same day where the findings of an Internal Audit Report were deemed Unsatisfactory in this specific management area. Mr Haslett, as Chair of the Assurance Committee, explained to Board that a special meeting had been convened to take place directly after the Board meeting to discuss what action was being taken to provide the necessary assurance that improvements would be made as soon as possible. Recognising that the issue was being treated with urgency, this course of action was regarded by the Assurance Chair as more in keeping with process, in preference to having a full discussion at Board.

13.0 Audit Committee Minutes 29 January 2019 – for noting:

Noted.

Concerns expressed by the Committee with regards the Internal Audit Report findings will be discussed at the additional Assurance Committee meeting following this meeting.

14.0 Forum for Questions:

No questions were raised.

15.0 Any Other Business:

- The Board discussed the presentation by TASC. It was agreed that NIAS should consider the services they provide and discuss further at SEMT / Trust Board.
- It was noted that the NIAS Leadership Conference will take place on 11 April, and the NICON Conference is scheduled for 16-17 May.

Date of Next Meeting:

A Trust Board Workshop is scheduled for **the afternoon of Tuesday 7 May**, and the next meeting of the Trust Board will be held **Tuesday 18 June**, NIAS Headquarters, Belfast.

The Board agreed to move to the In Committee portion of the meeting at 1300hrs, on the proposal of Mr Ashford and seconded by Mr Abraham.

Signed (Chair): Nicole Lann

Dated: 28/6/19