



**Minutes of Trust Board**  
**Thursday 5 October 2017, 2.00pm**  
**Beechlawn House Hotel, Dunmurry**

**Present:**

Mr P Archer	Chairman
Mr W Abraham	Non-Executive Director
Mr A Cardwell	Non-Executive Director
Dr J Livingstone	Non-Executive Director
Mr S Devlin	Chief Executive
Mrs S McCue	Director of Finance & ICT
Mr B McNeill	Director of Operations
Ms M Lemon	Director of HR & Corporate Services (Acting)
Dr N Ruddell	Medical Director (Acting)

**In Attendance:**

Ms H Coard	Senior Secretary
Mrs J McSwiggan	Senior Secretary

**1.0 Apologies**

Apologies were noted from Mr T Haslett, Non-Executive Director and Mrs R O'Hara, Director of HR & Corporate Services.

The Board welcomed Ms M Lemon in her role as Acting Director of HR & Corporate Services.

**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 17 August 2017**

The Minutes were approved on the proposal of Dr Livingstone, seconded by Mr Cardwell.

**4.0 Matters Arising**

The Chairman acknowledged the valuable opportunity to visit Lisburn Station before the meeting, particularly in light of recent RIQA inspections, which would be covered

later in the Agenda.

The Chairman advised that the extension to his term would now run until 31 March 2018, rather than end December 2017, with the agreement that should a replacement be appointed in the interim, he would stand down.

#### **4.1 NIAS Leadership Conference Update (22/09/2017)**

The success of the Leadership Conference on 22 September was acknowledged, and the contribution of all involved was commended, with particular thanks to the organisers. It was agreed that similar events should take place on a regular basis.

### **5.0 Chairman's Business**

#### **5.1 Chairman's Update**

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

- 7 September, the official opening of Ballymena station.
- 12 September, HEMS Open Day.
- 4 October, Prince William's visit to Lagan Search & Rescue with NI HEMS involvement.

### **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:

- 6 September, positive and productive meeting with the Department of Health with regards the new Clinical Response Model (CRM).
- 7 September, the official opening of Ballymena station.
- 19 September, collected International Academies of Emergency Dispatch (IAED) Excellence Standard on behalf of NIAS, recognising the high standard of work being undertaken by the operational team in Control.
- 21 September, very useful meeting of the Associated of Ambulance Chief Executives (AAACE)
- 4 October, Prince William's visit to Belfast.

### **7.0 Performance Report as at 30 October 2017**

#### **7.1 Highlight Reports by Each Director**

##### **Operations Directorate**

Mr McNeill, Director of Operations provided an update to Trust Board, highlighting the following:

- Emergency call activity continues to rise, with an increase of 4.04% from the same period in 2016.
- Reiterating the Chief Executive's comments, Mr McNeill acknowledged the work involved in the IAED recognition of NIAS as an Accredited Centre of Excellence. It was agreed that publicity for this achievement should be maximised and that the Department of Health should be made aware.

- Summary of trends – a slight decrease in Category A calls was noted, but there is an overall increase in emergency activity. Turnaround times are a focus of the improvement plan.
- The Clinical Support Desk (CSD) has gone live this week, with paramedics successfully taking referrals from call-takers to hear and treat. It was anticipated that the Board would see the CSD in operation at the next Board Workshop on 2 November.
- Work on fleet continues with the commissioning of new vehicles on schedule.
- The Enniskillen estate project is on target, with the relocation to temporary accommodation complete.
- KPI: Ambulance Turnaround at Emergency Departments within 30 minutes – the significant increase in hours lost between August 2016 and August 2017 for Craigavon and Antrim Hospitals was raised and possible reasons were discussed, including building works in Craigavon, and the availability of an additional discharge vehicle at Antrim.

### **Finance & ICT Directorate**

Mrs McCue, Director of Finance provided an update to Trust Board, highlighting the following:

- Financial Breakeven – the Trust Delivery Plan financial pro formas have been presented and the Trust is anticipating a small surplus within breakeven guidance, with more detail provided within the Budget Report.
- The Trust has received a Capital Resource Limit of £7.72 million including a reduction in forecast costs for the new Enniskillen station and a specific allocation for NIAS elements of HEMS. £1.5 million has been spent to end August 2017.
- Compliance with the prompt payment of invoices is currently 95.2%.
- Information Technology Systems – the resolution of three issues around system availability was noted.
- Information Technology Systems – developments around the Mobile Data System, electronic Patient Report Form (ePRF) and Cyber Security were noted.
- Information Governance – developments in the provision of information were noted including the increasing volume of requests for evidence of data activity and the subsequent pressures on the Information Department. Work with the Information Commissioner is ongoing to improve the Trust's turnaround times with regards Freedom of Information (FOI) and data protection. An increase in requests from PSNI and solicitors was also noted. However as no Government is currently in operation, Department of Health requests for information are limited.
- 13,000-14,000 PRFs are being processed per month, a significant pressure for a small team.

### **Human Resources Directorate**

Ms Lemon, Acting Director of HR&CS provided an update to Trust Board, highlighting the following:

- Recruitment activity – ongoing programme of work noted.
- Sickness absence – the Trust is on target for a reduction of 5% on the previous year's performance. It was noted that a spike in August was due in part to long-term absence in one Division. A dedicated Station Officer is focussing on attendance management, and strategic work continues to focus on health and wellbeing.
- It was agreed that "Miscellaneous" as an absence category should be replaced by "Debility".

- NIAS and Trade Unions continue to work in partnership to facilitate Job Evaluation.
- The Board noted that no new harassment cases and a only a small number of disciplinaries had been reported during this reporting period.
- The Trust is focussing on the learning outcomes from complaints, with issues and trends being considered by the Learning Outcomes Review Group.
- A discrepancy was noted in the reporting of COMP/1218 and would be corrected.
- The Education Learning and Development Plan had been presented to Assurance Committee and the need for this to have a degree of flexibility was noted. This is being reviewed now in light of the recent RQIA inspection visits with a focus on infection prevention and control.
- A number of transformation and modernisation projects are underway and were presented at the Leadership Conference, with a key focus on delivering cultural change.
- A move to a centralised approach to communications was noted, in close collaboration with the Department of Health and its new Director of Communications.

### **Medical Directorate**

Dr Ruddell, Interim Medical Director provided an update to Trust Board, highlighting the following:

- EP&BC – approval has been received for the business case to develop the NIAS response to a mass casualty attack, with funding to be provided for personnel, equipment and training. The Emergency Planning team are attending update training for managing such incidents, working in partnership with other agencies.
- It was noted that the number of business continuity incidents recorded within the Emergency Planning report does not reflect a major impact on the service.
- Incident reporting – a Datix Administrator has been appointed.
- Outcomes from reports, alerts etc. – an aide memoire has been produced for staff.
- Clinical care – Infection Prevention & Control (IPC) is a major issue in light of recent RIQA inspections of two stations and the serious concerns raised. Improvement notices have been issued and a deadline of end October has been set for improvement within these two stations. The Board have taken account of the seriousness of this issue and require regular updates to be provided to Assurance and Audit Committees.
- Regional Community Resuscitation Strategy – the Community First Responder Manager has now taken up her post, and four Community Resuscitation Development Officers (CRDOs) have been appointed. Over 1000 public access defibrillators are now registered on the NIAS database. Plans are being developed for “Restart a Heart Day” on 16 October 2017.
- The Board acknowledged the work of two paramedics in Northern Division who have developed patient advice leaflets for self-care of patients left at home.
- A number of engagement workshops with staff regarding the introduction of the electronic Patient Report Form (ePRF) have been well-attended and productive.
- The introduction of the Clinical Support Desk has already been discussed. A pathway has also been agreed for patients calling 999 with low urgency mental health issues, with an agreement now in place with Lifeline crisis response organisation.
- NIHEMS has been tasked 72 times to 4 October 2017, and the statistics are reviewed weekly, with a weekly teleconference to monitor operations. Internal Audit are currently reviewing financial and tasking aspects of the service. Mrs

McCue has been liaising with the charitable partner, NI Air Ambulance and the Health & Care Social Board, and feedback from this meeting is awaited.

- Work on the helipad at the Royal Victoria Hospital continues under the responsibility of the Belfast Trust.
- The PPI information film produced by NIAS has been completed and will be made available to Trust Board.
- Clinical Audit – the Board agreed that the performance figures showing trends are valuable and should always be presented to Trust Board in future. In time, it will be important to look at trends over a period of years. The work of the Information Department in producing this data manually was acknowledged, and it was noted that the introduction of the ePRF will reduce the work required to provide this in the future.
- The Corporate Risk Register will again be presented to Trust Board for information and to provide an opportunity for Trust Board Members to raise any questions, although this will continue to be considered in detail by the Assurance Committee.

## **8 Items for Approval**

The three policies below have been reviewed and presented previously to the Information Governance Steering Group.

### **8.1 Policy on the Use and Management of Passwords**

A minor typographical error under 5.4 would be corrected.

### **8.2 Policy on the Use of the Internet**

### **8.3 Email Policy**

The three policies were approved on the proposal of Dr Livingstone, seconded by Mr Abraham.

### **8.4 Uniform Policy (update)**

This policy was withdrawn from the Agenda for further consideration prior to submission for approval.

## **9 Items for Information/Noting**

### **9.1 GDPR Update (WA/SMcC) Presentation**

Mr Abraham provided the context for this item on General Data Protection Regulation (GDPR), which comes into force on 25 May 2018 and will be a significant piece of work for all public sector bodies including NIAS.

Mrs McCue emphasised the impact and implications this new regulation will have on the Trust and how it manages information. Mrs McCue and the Chief Executive will develop an action plan and identify what resources are required to implement these changes.

The Board requested regular updates on this.

## **10 Forum for Questions**

No questions had been tabled.

**11 AOB**

**11.1 Fixed Wire Testing, 18 October**

It was noted that fixed wire testing was scheduled to take place on 18 October 2017, and that contingencies are in place to minimise the impact on service delivery. NIAS staff have been notified.

**11.2 Trust Board Workshop, 2 November**

The next Trust Board Workshop was confirmed for 2 November 2017 in the afternoon.

**11.3 Long Service Awards**


It was noted that the next award ceremony would take place in the new year, date to be arranged.

**12 Summary & Forward Agenda**

No items raised.

**Date, Time and Venue of Next Meeting**

The next scheduled Trust Board meeting will be held on **Thursday 7 December 2017, 2.00pm Northern Division (venue to be confirmed).**

Signed:   
(Chairman)

Dated: 07/12/2017