



PRIVATE & CONFIDENTIAL

***Minutes of Trust Board held
Thursday 17 August 2017 @ 2.00pm in the
Boardroom, NIAS, Site 30 Knockbracken Healthcare Park,
Saintfield Road, Belfast BT8 8SG***

Present:

Mr P Archer	Chairman
Mr W Abraham	Non-Executive Director
Mr A Cardwell	Non-Executive Director
Dr J Livingstone	Non-Executive Director
Mr T Haslett	Non-Executive Director
Mr S Devlin	Chief Executive
Mrs S McCue	Director of Finance & ICT
Mr B McNeill	Director of Operations
Ms R O'Hara	Director of HR & Corporate Services
Dr N Ruddell	Medical Director

In Attendance:

Mr D Mahaffy	Senior Secretary
Ms J McSwiggan	Senior Secretary

1.0 Apologies

No apologies were recorded.

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.

Suspension of Standing Orders

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

ANNUAL GENERAL MEETING

i. Presentation of Annual Report 2016/17

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

ii. Presentation of Annual Accounts 2016/17

The Director of Finance delivered a presentation on the financial performance for the year through an analysis of the Annual Accounts.

iii. Questions and Answers Section

The Board asked about the necessity to include the Reporting of Early Retirement and Other Compensation Scheme – Exit packages (Audited) Table (page 101) as the numbers presented for NIAS are small. Mrs McCue confirmed that this presentation format is provided to all Trusts for completion in the Annual Report.

The Chairman thanked Mr Devlin and Mrs McCue for their presentations commenting that these are exciting times for the Trust with major changes ahead.

Reinstatement of Standing Orders

The Chairman reinstated Standing Orders

3.0 Minutes of the previous meeting of Trust Board held on 1 June 2017

The minutes were approved on the proposal of Mr T Haslett and seconded by Mr A Cardwell.

4.0 Matters Arising

There were no matters arising.

5.0 Chairman's Business

The Chairman gave an outline of his activities and meetings attended since his last report.

The Chairman advised as a result of the absence of a Health Minister, there has been a delay in the appointment of a new Chairman, and therefore the Department has asked and he has agreed to extend his tenure for a further three month period to the end of December 2017. This has yet to be formally approved by the Permanent Secretary.

The Board expressed their concern at this situation as it may delay the recruitment for this important position.

6.0 Chief Executive's Business

Mr Shane Devlin, Chief Executive, outlined activities and meetings attended since the last Trust Board highlighting the following;

- Regional meetings attended regarding modernisation & savings
- Meeting with Board of HEMS
- Accountability Meeting with Department
- Appointment as Chair of the Trauma Network NI.

7.0 Performance Report as at 31 March 2017

7.1 Highlight Reports by Each Director

Operations Directorate

The Director of Operations gave the following update to Trust Board:

- Cumulative NI Cat A performance April – June 17 was 51.7%, 0.6% higher than the previous year.
- The average response time for Cat A response in June 2017 was 10m45s, slightly higher than the average for 2016/17 which was 10m36s.
- Of note is that NIAS had met the target of responding to 67.5% of life threatening calls within 8 minutes in LCG Belfast area in June 2017 achieving 71.2%.
- The Demand / Capacity Review has been completed. NIAS will use this to engage with key stakeholders to secure more investment to ensure the Trust meets clinical targets by 2020/21. The Chairman thanked the Senior Team, AACE and OHR for an excellent piece of work and confirmed that NIAS will be progressing this with Commissioners, but will, in the interim, continue to ensure the Trust makes the most of resources available.
- Alternative accommodation for Ambulance staff on the Erne site has been identified, with staff decanting to a temporary portacabin for a period of 4-6 weeks until the new Ambulance Station is completed and operational.

Finance & ICT Directorate

Mrs McCue, Director of Finance gave the following update to Trust Board:

Financial Performance

- The Trust is currently reporting a small surplus of £1k for the three-month period ending 30 June 2017 subject to key risk and assumptions.
- The level of underspend in Operations Payroll is reduced by overtime costs to provide operational cover. There are also significant levels of sickness absence that can create a financial pressure beyond budgeted levels. Expenditure on Voluntary and Private Ambulance Services and the Voluntary Car Service to offset vacancies and maintaining cover is creating a corresponding pressure on the non-pay budget.
- NIAS has received an Indicative Capital Resource Limit allocation of £8.87M. To date there has been a small spend in estate on the Enniskillen site. Other priorities this year include fleet replacement and a new mobile data system.
- NIAS continue to reinforce to staff the 95% target in relation to payment of invoices within the 30 day agreed time frame. Cumulatively for the first three months 94.8% have been paid within the timeframe.

Information Technology Systems – Developments

- A project to replace the Mobile Data System which transmits data from the Command and Control system to the Ambulance has received Business Case approval. Spend will be in year, with a project team established to oversee implementation.
- Of significance is that the Electronic Patient Report Form Business case received approval to proceed to procurement. This will require cross Directorate input and a project team has been established to oversee this.
- NIAS continues to be engaged in regional work with rest of HSC and other stakeholders on Cybersecurity. Internal Audit's presentation to the Trust Board workshop on 6th July 2017 provided an opportunity to share best practice and an assessment of all Trust's readiness to deal with the increasing Cybersecurity

threat. NIAS is developing associated plans and actions which are being managed through the Information Steering Group

Information Governance – Developments

- Control Assurance - 76% substantive achieved through Self Assessment for 2016-17 and an action plan to address outstanding items is being developed.
- The department continues to provide informatics and business intelligence to support Transformation and Information Collaborative Workflows.
- The number of FOI, Subject Access, PSNI and Solicitors requests continues to rise, with a 14% increase over the same period last year. These are being managed by the same level of resources. It was noted that in the review of Finance and ICT an additional FOI administrator was identified for the department and this is being progressed.
- The Board asked if there were any consequences to the Trust not responding to 100% of FOI requests within the statutory 20 day period. Mrs McCue confirmed that the Information Commissioner's Office (ICO)'s main priorities are data protection breaches and non-compliance for individual requests. She advised that the ICO has met with NIAS and is monitoring the Trust through monthly reports It was noted that the number of FOI requests continues to increase also puts additional pressures on Managers in each Directorate who are required to respond to these.

Human Resources Directorate

Ms O'Hara, Director of HR&CS explained that due to staff absences the Corporate Absence Report was compiled by an inexperienced staff member, which, unfortunately contains a number of inaccuracies and typographical errors. The report to June 2017 will be reissued. She gave the following update to Trust Board

- The target for sickness absence for 2016-17 has been confirmed as 9.95%, with NIAS achieving 8.35% absence rate April 17- June 2017. Although for the period the Trust is below target the Board remain concerned regarding the continuing high level of sickness absence and the number of staff on long term sickness.
- To reduce sickness levels NIAS continue to develop and promote a number of measures including the Health & Wellbeing Group, reviewing the Health & Wellbeing Strategy; providing a peer support model, revising Attendance Management Procedures and devising a new tool kit which will be rolled out to managers. Also the Trust piloted Carecall to be in-place for a period of weeks and the results will be evaluated. A fast track physiotherapy service for staff is also available and a programme of flu vaccinations will be promoted by the Medical Directorate.
- The Board queried the use of the terminology of 'Miscellaneous' in the 'Hours Lost by Absence' table, and the Director confirmed that these categories are extracted from the HSC wide HRPTS system, but would investigate if these are able to be clarified further.
- The transition of the NIAS recruitment and selection function to Shared Services has been completed successfully with HR rolling out the training to Managers.
- The Board commented that the Complaints Report was very helpful and enlightening.

Medical Directorate

Dr Ruddell, Interim Medical Director gave the following update to Trust Board:

- There has been increased activity in Emergency Planning following the attacks in London and Manchester, a Business Case has been developed to allow NIAS to have the same capabilities to that of other Ambulance Services in the UK.
- A review of the Business Continuity Policy and Strategy has taken place following the recent Cyber-Security attacks and a programme to test plans across NIAS will be implemented.
- NIAS has worked with RQIA to develop a toolkit for Infection Control inspections and audit of Ambulance Stations. This was tested in Ballymena and the final report has still to be received. From this a comprehensive business plan will be developed and roll out across the Trust. There have been unannounced inspections of Bangor and Broadway stations by RQIA and a number of issues have been identified – the Trust awaits the Final Reports.
- The Manger of the Community Resuscitation scheme has been recruited and will commence October 2017, with a recruitment exercise currently being undertaken for the other team members.
- The updated Patient Report Form has been implemented across NIAS which will support our staff to easily access appropriate care pathways for patients.
- Remote access to the Datix system to allow station management staff to submit and review untoward incident reports is being rolled out across NIAS. This will remove the manual inputting of records. Progress will be monitored closely.
- Of significance is the Electronic Patient Report Form Business Case that has been approved, which is a significant step for the Trust. The lead-time for implementation is 2 years and a project team has been established to oversee this. Once operational there will be many benefits to the Trust.
- Work continues to embed Appropriate Care Pathways which will benefit the whole health system.
- HEMS went live on 22nd July 2017 and has already responded to incidents in a positive way, on average to 1 or 2 calls per day. There has been positive coverage in the media. It was noted that the helipad in RVH is currently not functional, however alternative protocols are in place. The Medical Director confirmed that HEMS is commissioned as a Trauma Service.
- The Board complimented Dr Ruddell on his handling of the Mourne Mountains Major Incident which was a joint effort between NIAS, PSNI, Mountain Rescue and the Coastguard. The Board were pleased to see that there were no major injuries to those involved
- Dr Ruddell confirmed that Falls Quality Improvement Compliance work continues and there has been significant improvement in service provided. Future reports will be presented in a way to demonstrate this improvement.
- The Director highlighted the developments in PPI confirming that this is an excellent piece of work. A PPI information film is nearing completion and it was agreed to show this at a future Board meeting.

8 Items for Approval

8.1 Business Continuity Policy & Business Continuity Strategy

Dr Ruddell presented both documents for Trust Board approval, which is a requirement of Priority 1 findings. Dr Ruddell thanked Ms Heather Sharpe, Emergency Planning Support Officer for completing these.

On the proposal of Mr T Haslett, seconded by Mr W Abraham, the Business Continuity Policy and the Business Continuity Strategy were approved.

8.2 NIAS Communications Strategy 2017-2020

Ms O'Hara confirmed that this Communications Strategy incorporates comments from workshops, focus groups and Trade Unions and these are also built into Annual Action Plans. Mr Devlin confirmed that the Trust intend to build on existing social media channels to increase the Trust's profile, however these will be within the parameters of a good social media policy with stringent rules to ensure information governance compliance. The Board would like to have regular update on Communication, possibly once or twice a year.

The NIAS Communications Strategy was approved on proposal of Dr J Livingstone and seconded by Mr T Haslett

9 Items for Information/Noting

9.1 Audit Committee Minutes (17/05/2017)

The Audit Committee Minutes of 17 May 2017 were noted

10 Forum for Questions

One question was received for a member of public in line with procedure.

'If a Trust Board changes dates can this be advertised on the NIAS website at least one week in advance'. The Chairman confirmed that it is only by exception that Trust Board dates change, and confirmed that, if is the case, the Trust will ensure that appropriate notice is placed on its website.

11 AOB

11.1 Use of Trust Seal

The Trust Seal was used on a License with the Fermanagh and Omagh District Council for the temporary decant of staff to a portacabin on the Erne Hospital site pending the completion of the new ambulance station in Enniskillen

11.2 Director of Finance

The Chairman informed the Board on recent achievements by Mrs McCue, Director of Finance, on being elected Chair of the Europe Board of the Association of International Certified Professional Accountants and for being awarded the Chartered Institute of Management Accountants silver medal in recognition of her outstanding contribution to her professional body. The Board were delighted and congratulated Mrs McCue.

Date, Time and Venue of Next Meeting

The next scheduled Trust Board meeting will be held on **Thursday 5th October 2017 @ 2.00pm, venue to be confirmed.**

Signed: 
(Chairman)

Dated: 05.10.17

