



***Minutes of a Trust Board Meeting  
held Thursday, 7 April 2016 at 1.00pm  
at Roe Park Resort Hotel, 40 Drumrane Road,  
Limavady, Co Londonderry, BT49 9LB***

**Present:**

Mr P Archer	Chairman
Mr L McIvor	Chief Executive
Mrs S McCue	Director of Finance & ICT
Dr D McManus	Medical Director
Mr N McKinley	Non-Executive Director
Mr A Cardwell	Non-Executive Director
Mr W Abraham	Non-Executive Director
Mr T Haslett	Non-Executive Director
Mr B McNeill	Director of Operations
Ms R O'Hara	Director of Human Resources & Corporate Services

**In Attendance**

Miss K Baxter	Executive Administrator (T)
Mrs J Pattison	Senior Secretary (T)

**Welcome and Format of the Meeting**

The Chairman opened the meeting by welcoming members of the Trust Board.

**1.0 Apologies**

Dr J Livingstone, Non-Executive Director

**2.0 Procedure: Declaration of potential Conflict of Interest/Pecuniary Interests Quorum.**

No potential Conflicts of Interest/pecuniary Interests were declared and the Board was confirmed as quorate.

**Suspension of Standing Order**

The Chairman suspended Standing Orders to allow presentation by the Transforming Your Care Team on NIAS Transformation and Modernisation Programme. The following questions/points were noted:

- What are the monetary savings to system?
  - The HSCB have not asked for cash-releasing savings however they calculate the efficiency using a standard cost of £140 per ED attendance. Analytics work is

underway to determine the shift in terms of length of time on scene in comparison with conveyance to Emergency Department.

- Do we have league tables?
- The TYC Manager confirmed that we did.
- In relation to the programmed life cycle of TYC, at what point is the cycle now?
- The cycle is still with TYC and the Transformation Modernisation Programme Board continues to meet and assign resources.
- 2 Years into a 3 year programme.

It was agreed by all members that the NIAS contribution to the Transforming Your Care Programme was a good success story.

### **Reinstate Standing Orders**

The Chairman advised that the business of the public meeting would now continue.

### **3.0 Minutes of the Previous Meeting of the Trust Board held on 4 February 2016**

The members accepted the minutes as a true reflection of discussions held on the proposal of Mr Abraham, seconded by Mr Haslett.

**Action:** Approved

### **4.0 Matters Arising: Action Log**

1. A visit to the Emergency Department of the Royal Victoria Hospital will take place instead of a Station visit on the morning of the next Trust Board on 2 June 2016.
2. The Director of Operations gave an update on the Fleet Management Contract indicating 2 elements: a) Refer Maintenance and b) Recovery. He stated that there was a lot of work ongoing and that the Recovery aspect had been resolved and that the Maintenance Contract was in the process of being resolved.
3. The Chairman recapped the procedure for submission of questions by the public. He advised all formal questions must be in writing. However an opportunity for submission of informal questions would be available to the public when the Board meeting had concluded. Such questions and answers would not be recorded in the minutes.

All actions completed and can be removed from the log.

### **Matters Arising**

None

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

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

The Chairman gave a brief outline of his diary commitments since the last Board meeting.

## **5.2 Visit to Limavady Ambulance Station**

The Chairman stated that he was impressed by the earlier visit to Limavady Station which was a small, busy, rural station. He remarked that the staff were enthusiastic and provided backup to Altnagelvin and other stations.

## **6.0 Chief Executive's Business**

### **6.1 Chief Executive's Update**

The Chief Executive gave a brief outline of some of his activities since the last Board Meeting which included the following:-

- Ongoing preparatory work to put in place contingencies to cover St Patrick's Day and Easter Bank Holidays.
- Attended Directory of Services (DOS) meeting to share work within the wider Health and Social Care group.
- Attended Trust Board Workshop on the 3 March 2016 which was used as a platform for the development of the five year Corporate Plan 2016-2021.
- Engagement took place in Dublin with Chief Executive and the Director of Operations and included a visit to the new Tallaght Control Centre.
- Attended RQIA Whistle Blowing Review meeting on 26th March. The Chairman attended a follow up meeting. NIAS awaits feedback.
- On the 23 March the Chief Executive and Director of Finance attended a Health and Social Care Board (HSCB) Restructure Workshop which focussed on what will happen when the HSCB is dissolved.
- Visited Ballymena and Coleraine Stations on the 30 March 2016.

## **7.0 Performance Report as at 29 February 2016**

### **7.1 Operations**

The Director of Operations informed the Board that the Operations Directorate Report is comprised of three sections:-

- (1) Operations Performance Report as at end February 2016.
- (2) March 60 Plan.
- (3) Update on performance at year end.

The Director of Operations gave a brief update on performance and it was noted that :-

- Category A Performance in October was 54%. From February to the same month last year there was an increase of 2% (23 calls per day) in emergency activity.

- 999 Activity – There has been an increase by 3.1% (equating to nearly 17 more emergency calls each day of the month) and a 5.3% increase in urgent activity and a 0.2% increase in non-urgent activity.

The Director of Operations gave a brief update on Fleet and Estate and it was noted that:-

- Ballymena Station handover from the Contractors has been delayed as some building systems remain to be commissioned. It was noted that it will be an impressive station when in operation.
- Medical Dispatch – Significant improvement in compliance - an increase from 60% in April 15 to 83% February 16 complaint.
- 17<sup>th</sup> Annual Arena Network Environmental Benchmarking Survey – NIAS received the Gold Award.

The Director of Operations gave a brief update on the March 60 Plan and it was noted that:-

- Last Trust Performance Improvement Plan was 60%.
- LCG level not met – NIAS only achieved 56% despite the effort of the team.
- 17<sup>th</sup> Annual Arena Network Environmental Benchmarking Survey – NIAS received the Gold Award.

In relation to presentation of data the Board asked if a chart could be presented at the next Board meeting to set in context that NIAS are just outside the target set in relation to CAT A response.

**Action:** Director of Operations

The Director of Operations gave a brief update on Year End. He advised that the cumulative total for Cat A performance is at 53.3% which is well below the target. However he stated that there has been a significant improvement in Medical Priority Dispatch System (MPDS) which has increased from April 15 from 60% compliant to 80% complaint by year end.

### **Finance and ICT**

The Director of Finance & ICT updated members and the following issues/comments were raised.

- Page 1 - Financial Performance. The Director of Finance indicated that there was a small surplus of £77K as at the end of February 2016. The Trust is currently forecasting a breakeven position at year end, subject to a number of key risks and assumptions. In particular EMT, Paramedic and RRV Paramedic staff are currently being paid without prejudice, at Band 4 and Band 5 on account, subject to the outcome of the matching process.

- Page 3 - NIAS Savings Proposals Summary 2015/16. It was highlighted that the Trust is working to deliver savings of £1.2m in 2015/16 and is on track to achieve.
- Page 4 - Capital Spend. The Director of Finance indicated that the Trust had received a Capital Resource Limit (CRL) of £7.526m (previously £7.116m) for 2015/16. This has been allocated against Fleet replacement, Estate and IT and general Capital. The Trust has also received notification of support for an additional specialist paediatric vehicle and a formal CRL Change Request will be submitted to reflect this investment and any further spend.
- Page 6 - Prompt Payment of Invoices. The Director highlighted that performance figures had been updated in October and performance for the month had met and exceeded the target set for the first time in-year. The target of 95% of invoices paid within 30 days will not be achieved cumulatively for the year 2015/16. This was largely due to the days lost processing due to implementation of the new Finance, Procurement and Logistic System (FPL). However a range of plans are in place to improve and maintain performance in this area over the rest of the year. The established 10 working day target is currently 50% for NIAS for 2015/16. This 50% target has been achieved every month and cumulatively to date in 2015/16. NIAS has been working towards a regional target of 60% within 10 working days which it has achieved cumulatively to end of February.
- The Director of Finance updated the Board on page 8 & 9 - Information Technology Systems. She advised that there was downtime on 11 February due to a telephony fault but that the situation was managed well.
- Page 11 The Director of Finance highlighted Information Governance and reported there is a lot of activity and work being carried out by the Information Team in supporting the operational performance management which includes daily, weekly and monthly analysis.
- Page 11 - Freedom of Information activity - The Director of Finance indicated that 74% of requests had been processed within 20 working days from 01/04/15 – 31/10/15. This included an additional 19 questions received against the same monitoring period last year. She also highlighted that from 01/04/15 – 31/10/15 80% of requests under the Data Protection Act (DPA) were processed within 40 calendar days.

### **Human Resources and Corporate Services (HRCS)**

The Director of HRCS thanked the TYC team for their presentation. She updated members on the report. The following issues/comments were raised:

- Page 1 - Job Evaluation. The Director of Human Resources and Corporate Services highlighted that NIAS are disappointed the RQA have still not accessed the system to allow them to complete the process. NIAS will continue to link with the Regional Management Job Evaluation Lead to press for a conclusion.
- Page 2 – Sickness Absence still remains an issue for Operational staff and it will be a priority for Managers to make every effort to reduce this. It was noted that stress accounts for a high proportion of sickness absence,

followed by mental health and muscular skeletal injuries. It was highlighted that the HR Department supports Attendance Management in line with its Health & Wellbeing Attendance Management Action Plan and HR provide professional advice and support to managers to support management of attendance. SLA meetings continue between HR and Occupational Health, as do meetings with Care Call to address prevalent issues related to staff absence e.g. Stress Management.

- Page 1 - Recruitment Activity. The Director informed members that work is ongoing to finalise process for a further cohort of Ambulance Care Attendants (ACAs) and Emergency Medical Technicians (EMTs) in 2016.

### **Medical**

The Medical Director updated members on the report. The following issues/comments were raised:

As at the 29 February 2016:

- The Medical Director referred members to Page 13 of the Performance Report which referred to the NI Regional Trauma Network development and in particular the presentation regarding the ambulance travel times to hospital. The Medical Director explained the isochrones and the use of this information to inform decisions regarding the network development. He thanked the Information Team for the provision of this information.
- Page 24 - An update on HEMS – A summary of anticipated activity was provided by the Medical Director who advised that the Minister had made an announcement on 21 March 2016 informing the HSCB to commission NIAS to implement a HEMS service in partnership with a charity. Formal confirmation of this is currently awaited from the DHSSPS and HSCB.
- Page 25 - Quality Improvement Programme – The Medical Director presented to the Board an example of an audit template using falls as an example that would be used to monitor compliance with appropriate care pathways that had been introduced. This will form part of a quality improvement programme in relation to care pathways in 2016/17 and the information will be collated at station level. While this will inform the Trust of performance regionally, it will also allow performance to be fed back at area and local station level.
- Risk Register – The Medical Director highlighted that there were three risks currently on the Corporate Risk Register and that these would be reviewed at the planned Corporate Risk Register Workshop and be brought back to Trust Board at the next meeting for review, consideration and approval.

**Action:** Medical Director to review and bring Corporate Risk Register back to Trust Board.

**7.2 Chief Executive Report  
Trust Delivery Plan Report on Commissioning Priorities 2015-16**

The Chief Executive updated the Board on the Trust Delivery Plan Report on Commissioning Priorities. It was agreed that RAG status to be incorporated into the first item in relation to review of capacity for emergency ambulance response.

**Action:** Chief Executive

**8.0 Items for Approval**

**8.1 Performance Management Framework**

**8.2 ICT Security Policy**

**8.3 Information Governance Strategy 2015-2018**

**8.4 Records Management Strategy**

**8.5 Information Risk Policy**

All above approved on the proposal of Mr McKinley seconded by Mr Abraham.

**9.0 Items for Information**

**9.1 Assurance Committee Report (Dr Livingstone)**

Item deferred as Dr Livingstone was unable to attend the meeting due to sickness.

**9.2 Board Governance Self-Assessment Tool 2015-16**

Mr Cardwell thanked members for their input. It was agreed that previous Case Studies be shared with Directors to enable completion of this year's Return.

**Action:** Chief Executive Office to share previous Case Studies with Executive Directors.

**10.0 Items for Noting**

**10.1 Assurance Committee Minutes dated 18 January 2016**

Noted

**10.2 Audit Committee Minutes dated 18 January 2016**

Noted

**11.0 Application of Trust Seal**

The Trust Seal was used for the tarmac contract of the car park situated at Newtownards Ambulance Station.

**12.0 Forum for Questions**

No questions were received.

**13.0 Any other Business**

**13.1 RQIA Independent Review**

It was highlighted that the RQIA Review had received media attention. However actions have been addressed by the Assurance Committee and fed back to Trust Board. It was agreed that it was a fair assessment and a positive report.

**13.2 Chief Executive Departure**

The Chairman informed members that this was the Chief Executive's last Trust Board Meeting as his resignation from NIAS takes effect on 24 April in order to take up the post of Chief Executive of BSO. He thanked him on behalf of the Board for his service over the years and wished him well in his new post. The Chairman presented Mr McIvor with a small token of appreciation on behalf of the Board.

**14.0 Summary & Forward Agenda**

No Items

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

The next meeting of Trust Board will be held on Thursday, 2 June 2016 at 2.00pm, Belfast Division NIAS HQ, Site 30 Knockbracken Healthcare park, Saintfield Road, Belfast, BT8 8SG

The Chairman thanked those present for attending and called proceedings to a close.

Signed:   
Chairman

Date: 2/6/16