

## NORTHERN IRELAND AMBULANCE SERVICE

***Minutes of a Meeting of Trust Board held on Thursday, 31 May 2012  
at 10.30am at the Northern Ireland Ambulance Service Headquarters,  
Knockbracken Healthcare Park, Saintfield Road, Belfast. BT8 8SG***

### Present:

Mr P Archer	Chairman
Mr L McIvor	Chief Executive
Mrs S McCue	Director of Finance & ICT
Ms R O'Hara	Director of Human Resources & Corporate Services
Mr B McNeill	Director of Operations
Mr S Shields	Non Executive Director
Ms A Paisley	Non Executive Director
Prof M Hanratty	Non Executive Director
Mr N McKinley	Non Executive Director

### In Attendance:

Mrs M Crawford	Executive Administrator
Miss K Baxter	Senior Secretary

### **Welcome and Format of the Meeting**

The Chairman opened the meeting by welcoming members of the public and Trust Board and explained the arrangements for receiving questions from the public.

#### **1.0 Apologies**

Dr D McManus, Medical Director

#### **2.0 Procedure: Declaration of potential Conflict of Interest Quorum**

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

#### **3.0 Minutes of the Previous Meeting of the Trust Board held on 15 March 2012**

Members accepted the minutes as a fair summary of discussions held on the proposal of Mr McKinley seconded by Prof Hanratty.

#### **4.0 Matters Arising**

##### **4.1 Draft Annual Report**

The Chief Executive advised that the Annual Report had been circulated to the Board for consideration and comments and is currently with the Auditors.

#### 4.2 **Quality 2020: A 10 Year Strategy to Protect & Improve Quality in Health & Social Care in Northern Ireland**

It was advised that a new date is to be arranged for the presentation of Quality 2020.

**Action:** Chief Executive's office to liaise with DHSSPS to confirm new date.

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

#### 5.1 **Recruitment of Non Executive Director**

The Board were advised that dates for short listing have been arranged and interviews are to take place in July 2012.

#### 5.2 **Chairman's Update**

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

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

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

The Chief Executive outlined some of his activities since the last Board meeting, including the following:

- The Chief Executive and Chairman, along with Chairs and Chief Executives of all Trusts met with the Minister for Health. The meeting was to discuss Transforming Your Care, Emergency Department waiting times and turnaround times at hospital and finance matters. Further meetings are to be arranged.
- Attended the 'Four Nations' meeting in Cardiff. These meetings offer an opportunity to share and learn. The next meeting will be held in Belfast.
- Met with Trade Unions following leaks to the press in relation to efficiency savings. This was an important meeting where the Trust is seeking to engage with all Unions. Information was also communicated to staff advising of Trust's position.
- Visited the North Eastern Ambulance Service and saw the '111' system in action which includes the management of alternative care pathways for unscheduled care. A similar system will hopefully form part of NIAS modernisation plans. The visit was very useful and important contacts were made.
- Provided an update and potential impact on population plans for Transforming your Care (TYC) which was well received. The Chief Executive has been invited to join the Programme Board.
- The Chief Executive attended a 'Connected Health Engagement' workshop where there was an opportunity to hear how the increased use of connected health and technology can support the proposed model of care recommended in TYC.

- Attended a workshop for TYC to determine roles and responsibilities going forward. The shift from acute sector to community for 'Unscheduled Care' was highlighted by the Chief Executive.
- Attended an 'Ambulance Leadership Forum' in Kenilworth where Sir David Nicholson, head of the NHS in England delivered a keynote speech in which there was a reference to the importance of '111'.
- Met with the a journalist from the Irish News in relation to the item published regarding a delay in the arrival of a conveying ambulance for an incident in Belfast city centre. This matter is under investigation and changes have been initiated to address some of the failings. The use of 'trigger tools' was also discussed. The matter was identified as a 'Serious Adverse Incident' and shared with the HSCB to confirm that actions taken were appropriate. Measures will be put in place to prevent a re-occurrence.
- The Board welcomed the open debate about the incident and were pleased to hear of the learning outcomes.
- Is NIAS involved in population plans for the western area?
- NIAS is not directly involved, however NIAS have shared the Trust's Corporate Plan which includes our plans for '111' with all 5 LCGs and HSCB / PHA. The Western Trust and LCG invited the Chief Executive to join them in a discussion on shaping their population plans which has now incorporated a section on ambulance. NIAS will have the opportunity to comment on all 5 population plans.
- Is the '111' scheme working well in the North Eastern Ambulance Service?
- Early indications would suggest that it is working well and formal evaluation is awaited.
- Will services for mental health and children be put in place?
- Services have been built up over a number of years. The Chief Executive met yesterday with representatives from within HSCB and the DHSSPS and proposals are under consideration that NIAS should develop and host a directory of services in support of the '111' system.
- Will these services be included in local population plans and then linked to regional plans?
- Plans are at an early stage but it is hoped that a list of all services will be made available. NIAS being a regional organisation has access to all parties with the capacity to implement the system. There is also the potential to engage with the South of Ireland for an 'All Ireland' picture. This system has great potential for Northern Ireland and patients will benefit as there will be more options available than A&E.

## **6.2 Visit by Health Committee – 21 March 2012**

The Health Committee visited the Trust on 21 March 2012 and the Corporate Plan was showcased. They now have a better understanding of the management of unscheduled care.

- The Board enquired if there was information that the North Eastern Ambulance Service could provide on '111' which would help paint the picture as it would be beneficial to have some detail.

**Action:** Chief Executive to issue information.

## 7.0 **Assurance Framework as at 31 March 2012**

### **Medical**

In the Medical Director's absence the Chief Executive updated members on the Medical report.

The following comments/issues were raised:

- With the new hospital opening in Enniskillen are there robust continuity plans in place for the transfer of patients?
- Local Managers are working with the Trust in the development of plans and extra resources will be made available to move patients from the Erne to the new site.
- If there is a requirement for consultation on the new system in Control for the management of GP urgent calls, will this delay implementation?
- A screening exercise will need to take place to determine if a consultation is necessary for the new system and the Operations Department is working closely with HR in this regard.

### **Operations**

The Director of Operations presented his report and the following comments/issues were raised:

- Performance for the year was commended and the Board raised the issue of trend analysis for urgent and non urgent calls and asked whether the Trust has considered sub-categorisation of calls which is carried out in England?
- Cat A calls in England are sub divided as a consequence of reconfiguration and a move to different measures of performance. NIAS have a very simple process in place to deal with calls which is open and transparent and HSCB has not signalled a move from existing measures of performance. In addition NIAS regularly presents information on clinical indicators to the Trust Board in public papers.
- There are 27.5% of patients that the Trust is not getting to within the 8 minute target.
- The Trust responds to Cat A calls as soon as possible however rurality is an issue and we need to focus on the 27.5% which are outside the target.
- The number of ambulances held in queues at some A&E centres was highlighted.
- Action is being taken to address this problem.

### **Finance**

The Director of Finance updated members on her report and no comments/issues were raised.

### **Human Resources**

The Director of Human Resources & Corporate Services updated members on her report and the following comments or issues were raised:

- In relation to legal claims, does the Trust have a systematic review of cases to prevent re-occurrence?

- The Trust does have a process for 'learning outcomes' which is presented to SEMT on a regular basis.

## **8.0 Items for Approval**

### **8.1 Draft Trust Delivery Plan**

The Chief Executive presented the Trust Delivery Plan for approval and the following comments/issues were raised.

- As a Board we have to manage potentially conflicting demands and priorities.
- NIAS has a responsibility to deliver services within the budget set and align with the Ministerial priorities as expressed and interpreted by DHSSPS/HSCB/PHA.

Some discussion ensued in relation to the impact of service changes with an increase in demand, requirement to make savings and the responsibilities of the Board.

The Draft Trust Delivery Plan was approved on the proposal of Mr McKinley and seconded by Prof Hanratty.

### **8.2 Business Case for Enniskillen Station**

The Board had previously received the Business Case electronically and the document is presented today for formal approval. When approval is received from the DHSSPS it is hoped to use the same template for future business cases. The following comments/issues were raised:

- Some minor errors were identified on pages 28 and 83.
- Will staff move to temporary accommodation whilst building works are ongoing?
- NIAS has developed options to maintain services in the local area while construction of the new station is underway. These continue to be explored.
- Are there any indications of when the business case will be approved?
- We are engaging with the DHSSPS and have answered a number of queries. We remain optimistic that it will be approved soon.
- The Board were assured by the 'Business Case' and commended the team involved in the development of the very detailed document.

The Business Case was approved on the proposal of Ms Paisley and seconded by Mr McKinley.

### **8.3 Health & Safety Policy**

This policy has been reviewed jointly by NIAS and Trade Unions and meets the Trust's statutory requirements to staff.

The policy was adopted on the proposal of Mr Archer seconded by Prof Hanratty.

#### **8.4 Manual Handling Policy**

The policy was presented for approval. There was query in relation to the training requirements and it was suggested that a paragraph be included in the policy statement to clarify the matter.

Subject to this amendment the policy was adopted on the proposal of Mr Shields and seconded by Ms Paisley.

### **9.0 Items of Noting**

#### **9.1 Amended Whistle Blowing Policy**

This policy was amended at the last Board meeting in line with correspondence received from the DHSSPS which was to include contact information on independent external advice. Further correspondence has been received where Ministerial contact information is to be included in the policy. The intention is that the amended policy will be included with payslips in the near future. The Board supported the policy and would encourage staff to use it if necessary. It was considered that the information should be expanded to point out the complete independence of the designated contact person for NIAS staff. It was also suggested that a condensed policy be sent to staff for easy reading. The Board were advised that the Minister expects the full policy to be issued to staff but that consideration could be given to a summary being issued at a later date. The Board were advised that there are other avenues open to staff who wished to raise an issue and which have been used on occasions.

Subject to the amendment suggested the policy could be sent to staff.

#### **9.2 Management Statement/Financial Memorandum**

As part of the 'Core Information Requirements' of the DHSSPS this document is to be presented to the Board each year for their information.

It was noted that a representative from the DHSSPS is expected to attend the Audit Committee at least once each year. The Chair of the Audit Committee advised that there has been no representative from the DHSSPS at any Audit Committee meeting in recent years.

#### **9.3 Patient & Public Involvement Strategy**

The Asst Director of HR & CS, Mrs Michelle Lemon was thanked for her work in developing this strategy. Work was carried out with service users to identify key issues.

- The strategy was welcomed by the Board. and it was considered that it would be useful if feedback could be used.
- The difficulty NIAS has is that the time which patients are under NIAS care is usually relatively short and often in very stressful circumstances.

**9.4 Consultations**

Noted.

**9.5 Minutes of Assurance Committee held 12 March 2012**

Noted.

**10.0 Application of Trust Seal**

**10.1 Rent Review for M1 Business Park**

It was noted that the rent has been reduced from 1 November 2012.

**11.0 FORUM FOR QUESTIONS**

A member of the public asked if the '111' number would be free from mobile phones?

The number is not yet in use in Northern Ireland however it is free in the areas in GB which operate it and we would anticipate that the same conditions apply in Northern Ireland.

**12.0 Any Other Business**

None.

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

The next meeting of the Trust Board will be held on Thursday, 19 July 2012 in the Northern Division, venue to be confirmed.

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

Signed: \_\_\_\_\_

Date: \_\_\_\_\_  
Chairman