



Minutes of Trust Board

Thursday 12 April 2018, 2.00pm in the Committee Room 2, Craigavon Civic Centre, 66 Lakeview Road, Craigavon, BT64 1AL

Present:

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

In Attendance:

Ms H Coard	Senior Secretary
Ms M Smith	Senior Secretary
Ms L Charlton	IPC Lead (Secondment)

1.0 Apologies:

There were no apologies

2.0 Procedure: Declaration of potential Conflict of Interest / Pecuniary Interest / Quorum

The Board was confirmed as quorate. The Chair declared a potential conflict of interest in relation to membership of St John Ambulance Service as a Trustee.

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

Mrs S McCue suggested a minor amendment under section 7.2 Finance & ICT Directorate of the previous minutes. The Board accepted the amendment. The minutes were approved on the proposal of Mr A Cardwell and seconded by Mr T Haslett.

4.0 Matters Arising:

There were no matters arising.

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:

- Visit to Craigavon Station today outlining difficulties at this station in relation to estate layout. It was noted by Mr B McNeill that Craigavon Station was currently listed on the Capital Improvement Plan. It is expected that the station will be moved to a new site and building within the next year. The Chair also acknowledged that staff at Craigavon station had an excellent attitude to their work despite the difficulties posed by the facilities at the station and the poor estate layout.
- Attended meeting at the Department of Health (DOH) for the Chairs of the Department's 'Arm's Length Bodies' (ALBs).
- Carried out a number of station visits.
- Chaired interview panel for new Chief Executive.
- Completed IPC Training.
- Attended the Assurance Committee as an observer.
- Attended meetings in relation to handover of responsibilities between the outgoing Chief Executive, Mr S Devlin, and the new incoming Chief Executive, Mr M Bloomfield.

6.0 Chief Executive's Business

6.1 Chief Executive's Update

Mr M Bloomfield said how privileged he was to have been appointed as Chief Executive of NIAS, and noted that this was his first formal meeting with the Trust Board. Since taking up post Mr Bloomfield has been aiming to meet as many NIAS staff as possible. To date he has attended visits to North and South Eastern Divisions, Control Room and NIAS HQ. Visits to Belfast, Southern and Western Divisions are scheduled over the coming weeks. The CEO said that he had been impressed at these initial visits by the positive attitude of staff who are overwhelmingly dedicated to providing an excellent service to the public.

Other activities have included:

- Infection Prevention Control activities – undertook press events to provide response in respect of recent RQIA press releases regarding NIAS inspections. Welcomed Ms Lynne Charlton who is seconded to NIAS from the Public Health Authority (PHA) as an IPC Lead, as recommended by RQIA.
- Attended meeting at the RQIA. The meeting provided an overview of the RQIA's inspections of NIAS Stations. It was a positive meeting and it was noted that, going forward, the RQIA would work in partnership with NIAS.
- Hospital Turnaround Times – Mr M Bloomfield advised that as a result discussion was held in respect of the significant increase in hospital turnaround times over the winter pressures period this year, as a result of this the HSCB have set up a task and finish group to commence work on this issue in advance of the winter pressures period for 2018/19. This group will be headed up by Dr Mark Roberts, Medical Director of the NI Safety Forum, who will begin work on this project by liaising closely NIAS and all A&E Departments. It was recognised that this work would be

given priority although due to the nature of the issues it is not expected that improvement will happen quickly.

- Transformation Implementation Group (TIG) – Attended TIG meeting which focused on transformation funding. This funding will be available for projects that are expected to complete by no later than the end of the 2019/20 financial year.
- Strategic Partnership Forum involving DOH and HSC Senior Management, Trade Unions and Professional Bodies through the Health Service in Northern Ireland. Points of note from this meeting included one Trade Union highlighted effective partnership working with NIAS. Mr M Bloomfield acknowledged that this was a positive statement and one that he is keen to build upon for NIAS going forward.

7.0 Performance Report as at 1 February 2018:

7.1 Operations Directorate:

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

- Total cumulative Emergency Call demand for April 2017 to February 2018 has increased by 3.7% on the same period as last year. DCMs are also reporting that call takers are having to spend more time on calls which has led to further pressures in the control room.
- Winter Pressures are continuing longer than usual this year.
- The increase in demand and extended Winter Pressures period has led to performance targets not being met. Mr M Bloomfield noted that the DOH had introduced a new framework for measuring performance across all Trusts. The aim of the new Performance Framework is to set more realistic performance trajectories in light of the current performance and range of challenges across all areas.
- There was a general discussion in relation to NIAS Performance Targets. Trust Board acknowledged that the work being carried out by Dr Mark Roberts would go some way towards improving performance on hospital turnaround times for NIAS.
- Mr B McNeill also explained the various work streams ongoing aimed at improving performance. He noted that one work stream was looking at ways to introduce some of the efficiencies recommended in the ORH Demand and Capacity Review Reports.
- A further working group has also been set up to review sickness levels in advance of the commencement of the new foundation degree for Paramedics as it is expected that the release of staff to participate in this programme will add further pressures to the scheduling of rotas. Mr W Abraham reported a discussion held by the Assurance Committee on 14 March 2018 in relation to the direct correlation between denied annual leave and increased sickness levels was reported. Mr W Abraham expressed concerns regarding this incident but he acknowledged that dealing with sickness absence was complicated.
- An update on Estate matters was provided. Mr B McNeill noted that negotiations in relation to Derriaghy station lease renewal are being addressed, a further update will be provide at the next Trust Board. Background information and an overview of projected costs in relation to the NIAS Clinical Sluice Programme was provided. This programme aims to upgrade the sluice facilities in the majority of the Ambulance Stations to comply with RQIA requirements. Mrs S McCue explained that NIAS is currently reviewing a source of funding for this important work.

7.2 Finance & ICT Directorate:

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

- NIAS are on track to meet deadlines for finalising the 2017/18 Audit Report.
- Capital Spend Budget – It is expected that this will be spent as per the scheduled forecast. This budget is weighted for more expenditure towards the year end. The purpose of this is to accommodate the purchase of new vehicles.
- Prompt Payments – The target for prompt payment of invoices is to pay 95% of invoices within 30 calendar days of receipt of a valid invoice. This target has been proving difficult to meet in the last month as process depends on key people being available to approve invoices on system.
- ICT - A project to replace the Mobile Data System (MDT) has now completed the tender evaluation stage and a preferred supplier has been identified. NIAS will be working with the preferred supplier over the coming months to procure and implement the new system.
- Cyber Security – NIAS is involved in a Cyber Security Project Group which includes representatives from across all the HSC Trusts. NIAS continues to engage with HSC colleagues and representatives and will be attending a workshop.
- Information Governance – Mrs S McCue provided an overview of information request received to end February 2018. The number of requests received has increased on the same period last year. Mr T Haslett queried the increase in the number of information requests received from the PSNI. Mrs S McCue stated that these requests were becoming more frequent because Paramedics are often the first Emergency Service at the scene of incidents.
- Mrs S McCue also noted an increase in the number of requests for information coming through the website “whatdotheyknow.com”. It would appear that many of these requests are submitted by NIAS staff who use this forum to request information instead of going through Line Management.
- Trust Board discussed impact of new GDPR legislation and acknowledged the impact this would have across all departments.

7.3 Human Resources Directorate:

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

- Workforce Planning – Ms R O’Hara and Mr B McNeill have been undertaking a significant piece of work in relation to a review of the NIAS’s current workforce and the development of plans for workforce growth over the next few years.
- Recruitment – It is expected that a number of EMT and ACA vacancies will arise in the coming months due to the commencement of the Foundation Degree in Paramedic Practice. As a result of this a recruitment project is planned to recruit qualified Paramedics, EMTs and ACAs. The project will also recruit trainee EMTs and ACAs and the recruitment process will be managed by BSO shared services.
- NHS UK Pay Increase – Consideration is being given to the potential implications for NIAS should the agreed NHS UK pay increase be offered to NHS staff in Northern Ireland.
- Sickness Absence – an overview of sickness absence was provided including discussion of incident regarding rejection of leave coinciding with increase sickness absences. Trust Board acknowledged the substantial and complex issues such as missed meal breaks, late finishes, delayed occupational health appointments, and abuse faced by staff from the general public, as contributing factors to sickness

levels. It is hoped that the introduction of the new Clinical Response Model will go some way towards alleviating these issues.

- Flu Vaccination Programme – Trust Board noted an increase in the uptake of front line staff receiving the flu vaccination. This was largely due to the success of the implementation of a peer vaccination programme this year.
- Complaints/Compliments – Ms M Lemon provided an overview of changes to the presentation of information in relation complaints received.
- Whistleblowing – a new register is being developed in line with the updated Whistleblowing Policy.
- Education Learning and Development – NIAS have invested in technology to improve the service, which has resulted in the procurement of iPads for access to e-learning programmes etc.
- Frequent Callers Project – An update was provided on this project. NIAS continues to work closely with the PSNI in progressing work on this and have identified 98 frequent or vulnerable service users.

7.4 Medical Directorate:

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

- Following the approval of the MTFA business case, capital funding for the purchase of vehicles and equipment necessary for this project has been agreed. Training on new equipment is ongoing.
- Incident Reporting – this is now carried out electronically with the introduction of the Datix system.
- Hyponatraemia Report – Dr N Ruddell provided an update on recent actions following the release of the O'Hara Report. He noted that the DOH are keen to ensure that a regional approach to progressing the implementation of recommendations of the report is taken. NIAS has submitted a response to DOH in respect of recommendations 10 to 30 as detailed in the report.
- Infection Prevention & Control (IPC) – An overview of progression on IPC work streams was provided. External support for IPC has now been seconded to NIAS by the DOH on a temporary basis to assist with the development of robust IPC policies and procedures as per guidance of the RQIA. Estates work on clinical sluice facilities at all stations is progressing and all leadership tours have now been completed with action plans being developed to improve IPC issues.
- Regional Community Resuscitation – This scheme is now operational. NIAS has developed and updated its register of locations of Community Defibrillators.
- REACH – The technical specifications and requirement for the new system has now been agreed and it is expected that NIAS will go out to tender in the near future.
- HEMS - The first formal review of this project has been carried out by Internal Audit, no areas of concern were found and the project is running smoothly.
- Corporate Risk Register - A discussion in respect of status of key risks was held. Trust Board raised some concerns regarding outstanding risks, Mr M Bloomfield noted the Board's concerns and advised that the Risk Register would be reviewed and some thought given to the method of how risks are currently categorised prior to a discussion on this at the next Assurance Committee.

8.0 Infection Prevention & Control Update

Mr M Bloomfield provided an update in respect of matters arising following the RQIA's inspections this year. He advised that Ms L Charlton has been seconded to NIAS as recommended by RQIA, and that NIAS is subject to enhanced monitoring by DOH. This includes regular six weekly update meetings with the Chair, Chief Executive, and the DOH. NIAS are also required to submit an Improvement Plan in advance of the first meeting with DOH on 26 April 2018.

There are three RQIA notices still in place in relation to Assurance and Governance. These are due to expire on 16 April 2018. Mr M Bloomfield advised that RQIA has agreed with the RQIA to extend the timeframe of these notices for a further six month period. This will allow NIAS the time and space to ensure robust IPC policies and procedures can be adequately developed and implemented.

Vehicle Cleaning – staff are now employed and a process has been set up to ensure all vehicles are regularly cleaned to the standards required by the RQIA.

Dr N Ruddell discussed the IPC Policy and Procedures document noting this has recently been substantially modified following the RQIA inspections. Trust Board were requested to approve the updated policy. This was approved subject to a few minor amendments.

9.0 Proposed Clinical Response Model Update

Trust Board were provided with an update on progress with approvals for the implementation of the new Clinical Response Model for NIAS. The HSC Board endorsed the proposal at its March board meeting, and has submitted it to the Department for approval.

Mr M Bloomfield noted that subject to Department approval, the next stage would entail a public consultation followed by the development of a business case for submission to and consideration by DOH. There was a discussion regarding the process and noted that project would ultimately require ministerial approval and require substantial investment.

10.0 Items for Approval

10.1 Whistleblowing Policy

Mr M Bloomfield provided background information regarding the development of the new Whistleblowing Policy which is expected to be implemented by all Trusts. It was agreed that Trusts would seek approvals individually from their associated Trust Boards.

Trust Board raised some concerns regarding the removal of a named Non-Executive Director as a point of contact for staff with concerns of a whistleblowing nature. Following a discussion at length on this issue, Trust Board approved the adoption of the policy as presented with the option to tailor the wording of the document on this point.

10.2 Assurance Committee Minutes

The Assurance Committee Minutes of the meeting held 14th March 2018 were approved.

10.3 Assurance Committee ToR

Trust Board discussed and clarified the issue regarding Chair of Trust Board being unable to be a member of the Assurance Committee, it was understood that the Chair could attend the Assurance Committee meetings for observation purposes only. The Terms of Reference were approved.

10.4 Audit Committee Minutes

The Audit Committee Minutes of the meeting held 19th January 2018 were approved.

10.5 Audit Committee ToR

The Audit Committee ToR were approved.

11.0 Items for Information/Noting

11.1 Trust Delivery Plan

It was noted that the Trust Delivery Plan has been approved by the HSCB.

11.2 Equality Action Plan 2018-23

Noted

11.3 Disability Action Plan 2018-23

Noted

12.0 Forum for Questions

There were no questions.

13.0 Any Other Business

Mrs S McCue updated Trust Board that the Trust Seal had been used in respect of the renewal of the lease for a period of 5 years for premises at Kennedy Way.

Mrs S McCue noted that the NIAS year end Accounts were due to be submitted to the NI Assembly in June 2018. The NIAS AGM would be held on 16 August 2018.

Date, Time and Venue of Next Meeting

The next scheduled Trust Board meeting will be held on **Wednesday 13 June 2018 @2pm** in NIAS HQ

Signed: _____
(Chairman)



Dated: _____

