



Minutes of Trust Board

**Thursday 16 August 2018, 10:00am in the Boardroom NIAS HQ,
Site 30, Knockbracken Healthcare Park, Saintfield Road, Belfast, BT8 8SG**

Present:

Mrs N Lappin	Chair
Mr T Haslett	Non-Executive Director
Mr A Cardwell	Non-Executive Director
Mr D Ashford	Non-Executive Director
Mr M Bloomfield	Chief Executive
Mrs S McCue	Director of Finance & ICT
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
Mr N Hawryliw	Paramedic (For Item 3 Only)
Mr D Mackle	Paramedic in Training (For Item 3 Only)
Mr M Strong	Internal Audit (For Observation)

1.0 Welcome and Introductions:

Mrs Lappin welcomed everyone to her first meeting as Chair of the Trust Board, and noted the 'Public' meeting will now take place first, followed by the 'In Committee' meeting.

The Board also noted that Mr Strong from Internal Audit would be in attendance at the Trust Board's public meeting in an observatory capacity.

2.0 Apologies:

Apologies were received from:

Dr J Livingstone, Non-Executive Director

Mr W Abraham, Non-Executive Director

Ms R O'Hara, Director of HR & Corporate Services.

3.0 Causeway Coast and Glens Council Bravery Award:

The Chair welcomed Mr Mackle, Paramedic and Mr Hawryliw, Emergency Medical Technician, who are based in Ballycastle Station, to the Trust Board and invited them to present an overview of an incident on Monday 19 March 2018 where they were

tasked with attending an incident involving a 22 year male who had fallen 60 feet onto cliffs at Torr Head close to Murlough Bay.

Mr Mackle and Mr Hawryliw outlined the circumstances of the incident and the difficulties they encountered due to the terrain and conditions at the location of the incident. The incident was also attended by the Helicopter Emergency Medical Service (HEMS) and the Hazardous Area Response Team (HART).

Following the incident Mr Mackle and Mr Hawryliw were nominated for and subsequently awarded an Outstanding Bravery Award in the Causeway Coast and Glens People of the year Awards 2018. Board members noted the exceptional nature of this response and welcomed that it had been recognised by this award.

The Chair, on behalf of the Board, thanked Mr Mackle and Mr Hawryliw for their hard work and dedication to their work.

4.0 Minutes of the previous meeting of Trust Board held on 13 June 2018

The minutes of the last meeting on 13 June 2018 were approved by Trust Board and signed by The Chair.

5.0 Matters Arising:

There were no matters arising.

6.0 Chair's Business:

The Chair outlined her activities and meetings since taking up the post on Sunday 1 July 2018:

- Attended meeting of Chairs and Chief Executives of UK and Ireland Ambulance Services organised by the Association of Ambulance Chief Executives (AACE)
- The Chair noted that both she and Mr Ashford, were participating on working groups in respect of the implementation of the recommendations coming out of the Report on the Inquiry into Hyponatraemia Related Deaths. The Chair requested a further Non-Executive Director to volunteer to participate in this work.
- The Chair reminded Trust Board Members to complete and return annual survey in respect of Board effectiveness.

7.0 Chief Executive's Business:

Mr Bloomfield outlined his activities and key issues since the last Trust Board as follows:

- Attended the year end accountability Meeting at the Department of Health (DoH) along with the former Chair, Mr Archer. No significant issues were raised and the meeting proved to be a useful forum to discuss a number of important issues including;
 - Clinical Response Model (CRM) consultation process,
 - Hospital Turnaround Times
 - Matters relating to the banding of Paramedics in Northern Ireland.

- On-going work in respect of Infection Prevention Control policies and procedures – the Department acknowledged they are content that the Trust are track
- Staff Engagement – Mr Bloomfield has visited several stations to engage with the Trust's front line staff. These visits have enabled discussions with staff which have been on the whole positive.
- Mr Bloomfield attended the Station Officer's Forum meeting. He also went out with one of the front line crews in Belfast on a night shift to gain understanding of the typical issues front line staff deal with on a daily basis.
- Attended AACE meeting in Birmingham with The Chair. This meeting highlighted common issues facing all Ambulance Services throughout the UK and Ireland. Mr Bloomfield noted that AACE will be working with the Emergency Ambulance Control (EAC) team to assist in preparations for winter planning.
- HEMS Anniversary Event – Mr Bloomfield attended an event to mark the first anniversary of the launch of HEMS. This event was also attended by the DoH Permanent Secretary. It was acknowledged that HEMS has proven to be a vital service and it is envisaged that it will be provided on a long term basis.
- Trust Delivery Plan (TDP) – Mr Bloomfield advised that the HSCB have requested submission of the NIAS TDP for 2018/19 by 14 September 2018 and a working draft of the plan by 21 August 2018. It was proposed that a final draft of the TDP was tabled for review and discussion at a workshop following the Assurance Committee meeting on Wednesday 5 September 2018. The Trust Board agreed with this proposal.
- The DoH has formally recognised Paramedics as members of the Allied Health Professionals (AHP) Group. This recognition aligns Paramedics in Northern Ireland with their peers in the rest of the UK and acknowledges their professional contribution in working across the Health Service.

8.0 Annual Report 2017/18:

Mr Bloomfield provided an overview of the Trust's Annual Report and Accounts for the year ended 31 March 2018. It was noted that the Report had previously been reviewed by the Audit Committee at their meeting on 13 June 2018 and approved by the Trust Board "In Committee" at the June 2018 meeting for submission to the DoH.

The Annual Report was now being presented to Trust Board meeting in Public for noting.

The Trust Board noted the Annual Report and Accounts.

9.0 Annual Accounts 2017/18:

The Trust Board reviewed and discussed the Annual Accounts for 2017/18. The Annual Accounts were noted.

10.0 Replacement for Craigavon Ambulance Station:

Mr Bloomfield provided background information in respect of ongoing estate issues at Craigavon Station, which were highlighted following inspections by the RQIA in February 2018. He referred to a subsequent visit to Craigavon by the Trust Board in April 2018 in which Board members were able to observe the significant estate issues. Due to the amount of work required to get Craigavon station to the standards required

it was agreed that it would be more efficient to explore options for building a replacement station.

Mr Bloomfield welcomed Mr McKelvey and invited him to present on proposals for a new station at Craigavon.

Mr McKelvey presented an update on progress to date with plans to build a new modular building for Craigavon station. It was noted that the Southern Trust identified and offered a site in the grounds of Craigavon Area Hospital for use by NIAS. Options for new builds were investigated and it was agreed that a modular building would be the most effective in terms of time and costs for the build. Quotes were sought for modular buildings and a business case was drawn up for submission to the DoH to request funds in the 2018/19 financial year.

The Estates team have worked collaboratively with the building designers and staff at Craigavon to come up with a design for the building. Mr McKelvey then presented a short video showing 3D CAD modelling for the proposed new building.

Timelines for the project were discussed and it was noted that while very challenging, it is possible to complete the building by the end of March 2019 subject to planning approval being received.

A Q&A session followed the presentation in which Mr Haslett expressed concerns regarding expenditure of the budget for this project within the 2018/19 financial year timeframe. The Board also discussed the processes required to get capital spend projects approved and the timescales for building a modular building versus a traditional build project. It was acknowledged that if this project completes within the expected timeframe that it will help set a precedent for how similar estates projects are implemented in the future.

The Chair thanked Mr McKelvey for all his hard work on the project to date and noted that this project would provide a good opportunity for the Trust to review its Estates Planning and Strategy going forward.

11.0 Update on enquiry into Hyponaetmia Related Deaths Recommendations:

Dr Ruddell presented an update on the outcomes of the Report on the Inquiry into Hyponatraemia Related Deaths. The report included recommendations which led to the establishment of nine work streams made up of staff across all the Health Trusts in Northern Ireland. The purpose of the work streams is to ensure that the report's recommendations are implemented.

The majority of the recommendations are related to a hospital environment, however it is important that NIAS participate in the work streams coming out of this report.

Dr Ruddell noted that the overarching aim of the work streams coming out of this report is to encourage open and honest behaviours from staff when mistakes are made which lead to serious adverse incidents.

The Board noted the position in relation to this important issue and The Chair thanked Dr Ruddell for his update.

12.0 Items for Information/Noting

12.1 Emergency Preparedness & Response Annual Report

Dr Ruddell presented the Emergency Preparedness & Response Annual Report. A brief discussion was held regarding the audit of the NIAS Major Incident Plan, reviewed in 2017/18. This will be submitted for review and discussed by the Assurance Committee upon completion.

The Trust Board noted the report.

12.2 Assurance Committee Minutes from meeting held on 10 May 2018

The Trust Board noted the minutes of the Assurance Committee meeting held on 10 May 2018.

12.3 Audit Committee Minutes from meeting held on 23 May 2018

The Trust Board noted the minutes of the Audit Committee meeting held on 23 May 2018.

13.0 Directors Highlight Reports as at June 2018:

13.1 Human Resources & Corporate Services

Ms Lemon, Director of HR & Corporate Services (Acting), highlighted the following:

- Absence Report – following a rise in sickness absence figures the Trust will work collaboratively with AACE to carry out a review of absence rates. The purpose of this review is to better understand underlying issues for sickness absence and to devise a plan for proactively addressing these issues
- Recruitment Activity – following receipt of £4.7m transformation funding a large scale recruitment exercise for Paramedics, EMTs and ACAs is currently underway. The purpose of this recruitment exercise is to backfill a number of core vacancies and return to baseline staffing position.

13.2 Finance & ICT

Mrs McCue, Director of Finance & ICT, highlighted the following:

- Financial Breakeven – at end of June there was a small surplus, it is expected that the Trust will be at breakeven by the year end on 31 March 2019.
- Capital Spend - Mr Haslett requested that a breakdown of expenditure on fleet was included in the next report.
- Telephony Outages – three incidents of telephony outages were reported during May 2018, all calls during the period of outages were picked up by our colleagues in the Scottish Ambulance Service as per an agreed Memorandum of Understanding. The Trust are working closely with the telephony provider to resolve any issues regarding the outages.
- FOI Requests – There has been a significant increase in FOI requests received in comparison to the same period last year. Many of these requests are received from members of staff. The Trust Board requested a review of why staff members use this method to request information.

13.3 Operations

Mr McNeill, Director of Operations, highlighted the following:

- Cat A Performance – Performance for response to Cat A emergency calls has dropped by 10% on the same period last year. A combination of circumstances has led to this drop in performance although it is largely because of dropped shifts due to scheduled annual leave and sickness absence.

A Performance Improvement Plan has been developed as a result of this and includes:

- The implementation of recruitment and training plan to backfill core vacancies.
- AACE have been engaged and are working closely with Emergency Ambulance Control (EAC) in order to assist NIAS in developing a Demand Management Plan.
- Additional shifts to be offered to PCS crews at times of high demand
- Discussions with HR and Occupational Health regarding the possibility of offering light duties to front line staff who are unable to return to their posts at present due to injury.
- Increased use of Voluntary and Private Ambulance Services
- Hospital Turnaround Times – The Trust is proactively participating in a Regional Working Group led by Dr Mark Roberts, to look at improving turnaround times at Emergency Departments (EDs). The potential for recruiting Ambulance Receivers at EDs is also being considered.
- Estate Issue – An update on snagging issues with newly built stations at Ballymena and Enniskillen was requested for consideration by the Trust Board at their next meeting on Thursday 4 October 2018.

13.4 Medical

Dr Ruddell, Medical Director, highlighted the following:

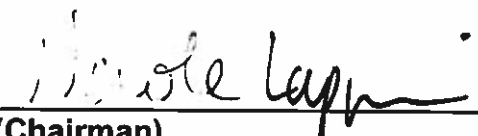
- Emergency Planning and Continuity – Following approval of the MTFA business case and subsequent allocation of funding by the DoH, vehicles and equipment has been purchased and the recruitment process for a 24/7 HART response to MTFA incidents is underway.
- IPC – A second meeting with the DoH has taken place in respect of the Trust's special measures regarding IPC. The meeting was very positive and the Department indicated that they were satisfied with the Trust's progress to date.
- Electronic IPC Audits of Stations – Electronic Audit forms are now in use for monthly IPC audits of stations. There will be a period of embedding this method of submitting IPC audits, however it appears to be working well so far.

14.0 Any Other Business:

Mr Bloomfield congratulated Dr Ruddell being appointed to the post of Medical Director for NIAS. Trust Board Members also offered their congratulations.

15.0 Next Trust Board Meeting:

The next meeting of the Trust Board will be held on Thursday 4 October 2018,
location to be confirmed.

Signed: 
(Chairman)

Dated: 8/11/18

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