

**Minutes of the 168th Public Trust Board Meeting
on 12 June 2024 at 9am in the
King Edward Building, RVH**

Present

Mr Ciaran Mulgrew	Chairman
Mr John Conaghan	Non-Executive Director
Miss Patricia Gordon	Non-Executive Director
Professor Carmel Hughes	Non-Executive Director
Mr Joe McVey	Non-Executive Director
Prof Catherine Ross	Non-Executive Director
Mr David Small	Non-Executive Director
Miss Brenda Creaney	Executive Director Nursing and User Experience
Mrs Maureen Edwards	Executive Director Finance, Estates and Capital Development
Dr John Maxwell	Interim Medical Director

In Attendance:

Mrs Bernie Owens	Deputy Chief Executive
Mrs Gilliam Somerville	Director of Human Resources and Organisational Development
Mr Alastair Campbell	Director Performance, Planning and Informatics
Mr Peter Watson	Head of Office
Miss Judith Payne	Business Support Manager, Minute Taker

Apologies:

Dr Cathy Jack	Chief Executive
Mr Gordon Smyth	Non-Executive Director
Miss Tracy Reid	Interim Executive Director Social Work

P33/2024 Chairman's Business

It was noted that there were no members of the public present.

The Chairman noted how well encompass go-live had gone. He passed his thanks to Mr Campbell, Mrs Ferguson, Dr Cash and Mrs Owens in particular for their leadership in the planning for encompass.

The Chairman noted that this would be the final Trust Board meeting for Miss Brenda Creaney who would be retiring after an enormously distinguished career which had culminated in her appointment to the role of Executive Director of Nursing, which role she has held for 14 years. The Chairman and the Board wished Miss Creaney well.

The Chairman noted that also retiring was Mrs Heather Jackson our Director of Trauma, Orthopaedics, Rehab, Maternity, Dental ENT and Sexual Health. The Chairman noted that much like Miss Creaney, Mrs Jackson Heather would be much missed after a long and fabulous career.

The Chairman noted the busy week for Trust Board members with the Audit Committee on 13 June 2024, the Annual Accounts meeting on 14 June 2024, and the Charitable Funds Training on 14 June 2024.

Finally, the Chairman noted that Minister Nesbitt had sent a letter of thanks commending the Trust on winning the Elective Care Recognition Award for June, for work on reducing waiting lists for Endoscopy. The Chairman passed his congratulations to Mrs Johnson and her team.

Conflicts of Interest

None declared.

Minutes of previous meeting

The minutes of 27 March 2024 were agreed.

The Chairman noted the contribution of Minister Swann particularly during Covid, and that he had welcomed Minister Nesbitt to the Trust on 11 June 2024.

The Chairman noted that the Savings Plan had been received by the Department of Health and it had been considered a creditable plan. The Chairman noted that there was no commitment from the Trust to do more than the £68m of savings, with no wish to envisage the catastrophic proposals.

Matters arising

There were no matters arising other than those which were already on the agenda.

P34/2024 Action Log

It was agreed that the "Green" actions be moved to the "completed actions" sheet.

Source: Peter Watson

P35/2024 Chief Executive's Business

The Chairman noted that he had discussed the format of the Chief Executive report with Dr Jack, and going forward he hoped that there would be reporting at future Boards in relation to issues, risks and mitigations.

Mrs Owens noted that the report had been tabled looking forward to encompass. Mrs Owens noted that in the week prior to go-live, 1.6m records had been transferred with only 3 having to be transferred manually. Mrs Owens noted that staff Trust wide had stepped up to the challenge of go-live and paid tribute to all staff.

Mrs Owens noted that the feedback from Epic in relation to go-live at BHSC was very positive.

As an indication of the success of training prior to go-live, Mrs Owens noted that only 45 of our own staff had required training "on the day".

Reflecting on the implementation, Mrs Owens noted that in relation to inpatient work, the use of the system was largely intuitive, but the use of the system in outpatients was more challenging.

Mrs Owens noted that the 48 hour junior doctor strike had been well managed and thanked Consultant colleagues for ensuring safe care at this difficult time.

Mrs Owens noted that the planned industrial action by consultants on 26 June 2024 was likely to result in a "Christmas Day service." Dr Maxwell noted that his colleague senior medical leaders were already engaged in planning for this period of industrial action.

Miss Gordon also commended those engaged in the implementation of encompass. Miss Gordon noted that the recent ransomware attack in London, raised concern in relation to what the impact would be of a similar attack in Belfast. Mrs Owens noted that there were firewalls in place, but that risk remained. It was agreed that there should be further discussion on the potential impact of this when Mr Campbell joined the Trust Board.

P36/2024 Finance Report

Mrs Edwards noted that the 2023/2024 accounts were due to be considered at the Annual Accounts meeting on Friday 14 June. Subject to consideration at the Audit Committee and the Trust Board meeting, it was expected that the Trust would confirm a budgetary breakeven position for 2023-24 and will have met its requirements in relation to Capital spend.

Mrs Edwards noted that the financial plan had been submitted. There had been no formal response from the Department of Health but a workshop had taken place with the Permanent Secretary, SPPG and other Trusts at end May 2024.

Mrs Edwards noted that £68m of the savings plan would be implemented. This plan would be challenging including meeting sickness/absence targets; initial indications were that agency usage had in fact increased in month. There would need to be a focus from all directors to achieve these savings.

Mrs Edwards noted that there was also £14m low to medium risk savings identified which needed Dept / regional intervention.

Mr Small enquired as to how progress against the £68m savings target would be monitored. Mrs Edwards noted the monthly variance reporting arrangements, the

Source: Peter Watson

Delivering Value Programme and also the finance dashboards which were considered as part of the QMS programme. There was also effective monitoring by professional leads including looking at rostering and access to off contract agency access.

Finally Mrs Edwards noted the support which would be being provided by, “critical friends.” Mr Watson to share the details with the Trust Board.

ACTION :- Mr Watson

Encompass

Mr Campbell joined the meeting for this agenda item.

The Chairman reiterated his thanks to Mr Campbell and colleagues for the successful go-live.

Mr Campbell noted that the success so far had led to a scaling down of the escalation management arrangements of Bronze/Silver/Gold.

Mr Campbell highlighted the impact that the successful training programme had had on the successful implementation.

Mr Campbell noted the electronic data migration with only 3 failures out of 1.6 million.

Stressing that we were at the start of the journey, Mr Campbell noted that there would be ongoing monitoring to assess the effective use of the system.

Service Continuity plans will be tested during some planned downtime later in June.

During implementation there had been some Provisioning/Login issues but not of the scale anticipated.

In relation to activity, Mr Campbell noted that the first report on activity was due soon.

Mr Campbell reported that on the whole there had been really positive feedback from clinicians.

Mr Campbell noted that the next key date is 18 June when an activity tracker report is due.

Also, Epic staff are to start to leave from 20 June with superusers then to be relied upon to provide support.

In relation to activity levels, specialties such as Orthopaedics, ENT and Community Dental services were reporting that they were increasing activity levels faster than had been anticipated.

The Chairman asked for a dashboard on activity levels. Mr Campbell noted that the experience in other Trusts was that there would be issues in relation to data accuracy for a number of months but he would seek to ensure the provision of a dashboard going forward.

ACTION :- Mr Campbell

Mr Small enquired in relation to the impact of LIMS go live and Mr Campbell noted that this had also been successful.

In conclusion, it was noted that go-live had been considered a success by our own staff, by colleagues from other Trusts and by Epic staff.

Miss Gordon raised query again in relation to the cyber security risks. Mr Campbell estimated that BHSCT had circa 40% less resources than required. It was noted that there was simulation planning for cyber attacks.

Mr Campbell was asked to raise with Mr West of Department of Health, the concerns of the Board in relation to cyber security.

ACTION :- Mr Campbell

P37/2024 Minutes of Assurance Committee of 27 February 2024

The minutes were noted and agreed.

It was noted that in the context of the review of the function and working of the Trust Board, consideration would be given to a different role for Assurance Committee.

Mr Watson agreed to seek to explore the scope for draft minutes from Assurance Committee being provided to the Trust Board in a more timely fashion.

ACTION :- Mr Watson

P38/2024 Proposed Revisions to Trust Standing Orders

Mr Watson addressed the query from Mr Small regarding the scheduling of items to public or confidential session.

The revisions to Trust Standing Orders were agreed.

The Chairman noted that the Board meeting in July 2024 would provide an opportunity to review the function and working of Trust Board.

Discussion took place in relation to public engagement and it was agreed that Mr Watson would ensure liaison with Mrs Dalzell and Mr Nelson.

ACTION :- Mr Watson

P39/2024 Equality Impact Assessment – Muckamore Abbey Hospital

Mrs Owens noted work with Clanmil was due to complete this year.

Mrs Owens noted that the original proposal to close MAH was made by the then Minister, it had gone to consultation and then the Permanent Secretary had made the closure decision.

Then an EQIA had been undertaken at the Trust.

Miss Gordon commended the work on the report.

The Trust Board agreed the proposal.

Mr Watson to check with Mrs Barron on the arrangements for monitoring and the linkage with the Assurance framework.

ACTION :- Mr Watson

Any Other Business

Miss Gordon noted the Early Alert in relation to cervical cytology accreditation reinstatement; Miss Gordon wished to commend Ms Kearney and her colleagues on the work on this.