

MINUTES

**Minutes of the 88th Meeting of the Public Health Agency board
held on Thursday 20th October 2016 at 1:30pm,
Conference Rooms 3 and 4, 12/22 Linenhall Street
Belfast, BT2 8BS**

PRESENT:

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| Mr Andrew Dougal | - Chair |
| Mrs Valerie Watts | - Interim Chief Executive |
| Mrs Mary Hinds | - Director of Nursing and Allied Health Professionals |
| Dr Adrian Mairs | - Assistant Director, Screening and Professional Standards (<i>on behalf of Dr Harper</i>) |
| Mr Edmond McClean | - Director of Operations |
| Councillor William Ashe | - Non-Executive Director |
| Mr Brian Coulter | - Non-Executive Director |
| Mr Leslie Drew | - Non-Executive Director |
| Mrs Julie Erskine | - Non-Executive Director |
| Mr Thomas Mahaffy | - Non-Executive Director |
| Ms Deepa Mann-Kler | - Non-Executive Director |
| Alderman Paul Porter | - Non-Executive Director |

IN ATTENDANCE:

- | | |
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| Mr Paul Cummings | - Director of Finance, HSCB |
| Mrs Fionnuala McAndrew | - Director of Social Care and Children, HSCB |
| Mr Robert Graham | - Secretariat |

APOLOGIES:

- | | |
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| Dr Carolyn Harper | - Director of Public Health/Medical Director |
| Mrs Joanne McKissick | - External Relations Manager, PCC |

		Action
101/16	Item 1 – Welcome and Apologies	
101/16.1	The Chair welcomed everyone to the meeting, and extended a particular welcome to Valerie Watts who has now taken on the role of Interim Chief Executive.	
101/16.2	The Chair noted apologies from Dr Carolyn Harper and Mrs Joanne McKissick.	

102/16 Item 2 - Declaration of Interests

102/16.1 The Chair asked if anyone had interests to declare relevant to any items on the agenda. No interests were declared.

103/16 Item 3 – Minutes of previous meeting held on 15 September 2016

103/16.1 The minutes of the previous meeting, held on 15 September 2016, were **approved** as an accurate record of the meeting, subject to an amendment in paragraph 96/16.4, “reliance” instead of “reliability”.

104/16 Item 4 – Matters Arising

104/16.1 There were no matters arising.

104/16 Item 5 – Chair’s Business

104/16.1 The Chair informed members that he had attended the “Your Approach to Palliative Care” conference during Palliative Care week.

104/16.2 The Chair said that he had been present at a briefing at the Department of Health on 19 October where the Permanent Secretary outlined the timetable for the publication of the Bengoa report.

104/16.3 The Chair advised that there had been a meeting of the Corporate Strategy Project Board this week and that the draft report will be presented to the November 2016 meeting of the Board and after that will be subject to public consultation.

104/16.4 The Chair told members that following a two day conference in Belfast regarding Outcomes Based Accountability, he had contacted the HSC Leadership Centre to enquire about the possibility of training for Non-Executive Directors.

104/16.5 The Chair said that he had been invited to speak at a summit conference organised by the UK Public Health Network on the consequences of Brexit for Public Health.

105/16 Item 6 – Chief Executive’s Business

- 105/16.1 The Interim Chief Executive thanked members for the warm welcome extended to her at her first Board meeting.
- 105/16.2 The Interim Chief Executive said that it was a privilege to be asked to take on this role and that it is a considerable challenge to lead both organisations, but that she has been assured that she will receive the required support to accomplish this. She added that a Deputy Chief Executive will be appointed and that with the support of Board members, she will work to further realise the PHA’s objectives as well as contributing to the transformation of the HSC over the next few years.
- 105/16.3 The Interim Chief Executive said that it was not her intention to fill the shoes of the previous Chief Executive and she felt that the send-off for Dr Eddie Rooney, which took place on 14 October was very fitting.
- 105/16.4 The Interim Chief Executive advised that, along with the Chair, she was called to a meeting with the Permanent Secretary for a private briefing with regard to the Minister’s plans and the forthcoming announcement on 25 October. She said that Professor Bengoa will be present at the announcement and that the focus will be on the Minister’s wider vision and the transformation moving forward. She indicated that she had been led to believe there would be a further reaffirmation that the HSCB will be closing and the PHA will refocus and grow, but that the detail still requires to be worked up. She went on to say that there is a communication plan being developed and it is intended that an e-mail will be issued to all HSC staff and furthermore, the Minister intends to meet with staff over a period of time. The Interim Chief Executive said that she will also issue an e-mail to all HSCB and PHA staff and ask Directors to pick this up in their own briefings with staff.
- 105/16.5 The Interim Chief Executive informed members that GPs in Northern Ireland are being asked by the British Medical Association (BMA) to consider submitting resignation letters to the Department of Health. She said that a similar initiative in England had seen GPs receiving additional funding.
- 105/16.6 The Interim Chief Executive said that PHA and HSCB have joint

responsibility for unscheduled care and resilience planning for winter pressures. She advised that HSCB has received resilience plans from locality groups and that a meeting had been held with each Trust to look at these.

105/15.7 The Interim Chief Executive gave members an update on community planning. She reminded members that each of the 11 Councils is required to develop a Community Plan and that health and wellbeing is an important aspect of this in the context of Programme for Government and Making Life Better. She said that it is important that PHA sees the draft Plans to ensure that the aims and objectives expected of the health and social care sector can be achieved.

105/15.8 The Chair asked about the locality network groups. Mrs Hinds explained that there is one in each Trust. In response to Ms Mann-Kler's query, she explained that they differ from ICPs in that they are focused on unscheduled care and have a broader membership.

105/15.9 Ms Mann-Kler asked about timescales for the implementation of HSC restructuring following the Minister's announcement. The Interim Chief Executive advised that there was no specific timeframe at this point, but that she had written to both the Minister and the Permanent Secretary urging early action. She said the Permanent Secretary had indicated that work will commence as soon as the Minister's announcement is made and that the Department will be handing over the implementation to others and holding them to account. She said that to date, the focus has been on the Minister's vision document and her speech, but not on the workstreams.

106/16 Item 7 – Finance Update

PHA Financial Performance Report (PHA/01/10/16)

106/16.1 Mr Cummings presented the Finance Report for the period up to 31 August 2016 and noted that the overall surplus has increased. He advised that this is as much to do with profiling as being able to spend the money. He added that the management team are currently conducting a review of all budgets, and that budget managers are saying that all funding has been committed.

- 106/16.2 Mr Cummings said that the overall HSC system is not in a balanced position and that there are pressures within pharmacy and clinical negligence. Therefore any PHA funding that is not committed will be utilised to ease these pressures.
- 106/16.3 Mr Drew asked about the underlying reasons for the surplus and suggested a resourcing issue. Mr McClean said that there is not one key factor, but suggested that additional allocations from the June monitoring round, together with the loss of some staff may be creating a slight delay.
- 106/16.4 Mr Cummings advised that all HSC organisations, except PHA, have received correspondence asking about contingency planning. Mr Drew asked whether there is the potential for patients and end users to lose out. Mr Cummings said that all HSC spend is for the benefit of patients and end users. Mr McClean pointed out that it is important to differentiate between natural slippage and that which is a result of actively stopping or standing down initiatives. Mr Cummings said that the only funding that may be handed back to the Department is natural slippage.
- 106/16.5 Alderman Porter said that if PHA has developed a plan and that plan has a cost, then PHA should implement that plan, because if money has to be handed back, there is a possibility that PHA may not be able to secure that funding in future. Mr Cummings said that if PHA receives a letter regarding contingency planning, then the Interim Chief Executive will have to implement a contingency plan.
- 106/16.6 Mr Mahaffy asked about the Trust contingency plans. Mr Cummings confirmed that these have been received.
- 106/16.7 Mr Coulter asked about the management and administration budget and whether PHA would break even, given the potential for reduction. Mr Cummings said that he was confident that PHA can live within its resources, and noted that the contingency plans are not for implementation, but to give suggestions to the Department as to how savings could be made.
- 106/16.8 Mrs Erskine said that she was disappointed and concerned that PHA had fought to secure the funding that it has, and that there is the potential that the budget may be reduced if money is

handed back. Mr Cummings advised that there has never been a situation where an organisation has been penalised for not spending its allocation and had its budget reduced. He said that PHA is facing a challenge in terms of recruiting in specialist areas and getting funding spent in a timely manner.

106/16.9 Ms Mann-Kler asked whether the Minister's statement would have any impact on the overall HSC financial situation, in terms of achieving balance or re-profiling. The Interim Chief Executive said that there will be a Transformation and Reform fund, but there will be no new money, with the Minister requesting additional funds from the Assembly.

106/16.10 Ms Mann-Kler asked about the workforce issues. The Interim Chief Executive said that there are workstreams to look at these and she felt that this issue needs to be prioritised, and looked at along with succession planning.

106/16.11 Mr Drew noted that there have been many change initiatives in recent years, but none of them have been fully implemented.

106/16.12 Members noted the Finance Report.

*Fraud and Bribery Policy and Response Plan Review
(PHA/02/10/16)*

106/16.13 Mr Cummings advised members that the Fraud and Bribery Policy and Response Plan had been reviewed and had been approved by the Governance and Audit Committee at its meeting on 6 October.

106/16.14 Members **approved** the revised policy.

Revision of Delegated Limits – HSC(F)52-2016 (PHA/03/10/16)

106.16.15 Mr Cummings presented the updated Circular relating to the revision of delegated limits. The Chair noted that there had been a substantial increase in the delegated limits.

106.16.16 Members noted the circular.

**107/16 Item 8 – Governance and Audit Committee Update
(PHA/04/10/16)**

- 107/16.1 Mr Coulter advised members that the minutes of the meeting of 3 June were available for noting. He reminded members that there had been discussion at the meeting regarding the unsatisfactory level of assurance on the BSO Internal Audit reports relating to recruitment and payroll Shared Services and that as a result, the Chief Executive of BSO had been invited to attend the last Governance and Audit Committee meeting on 6 October. He also noted that the Committee had met privately with the External Auditors and one of the areas of discussion was the impact of VES, which was the subject of a recent Northern Ireland Audit Office report.
- 107/16.2 Councillor Ashe expressed concern about the wording of the minutes where a suggestion was made of the PHA having a “less significant” risk than other HSC organisations with regard to recruitment. Mr Cummings clarified his comment saying that PHA has a stable workforce and a much lower rate of turnover than other HSC organisations. Councillor Ashe said that while he accepted the explanation, the wording lent a different perception. The Interim Chief Executive said that it was not her belief that the Director of Finance would mislead members and that she would review this. Mr Coulter noted that the issue is dealt with in the Mid-Year Assurance Statement.
- 107/16.3 Mr Coulter moved on to give members an overview of the meeting of 6 October. He made reference again to the fact that the BSO Chief Executive and Acting Head of Shared Services had attended the meeting and spoke openly about the issues and how they were seeking to resolve these. He said that he felt more assured, but Mr Cummings advised that despite the actions being taken, the payroll system almost collapsed last week potentially causing a delay in salary payments across the HSC; however the issue was immediately resolved.
- 107/16.4 Mr Coulter summarised some of the recent Internal Audit reports that had been considered by the Committee, including the progress report and follow up reports on previous recommendations and reports on recently conducted audits in the areas of contracts and connected health.

107/16.5 Mr Coulter advised that the Committee had considered the Corporate Risk Register and the revised Assurance Framework. The Committee had also approved the Mid-Year Assurance Statement and Freedom of Information Review procedures, both of which have been brought to the PHA Board today for approval.

107/16.6 The Chair thanked Mr Coulter and the Committee for their work in considering all of these papers.

108/16 Item 9 – Mid-Year Assurance Statement (PHA/05/10/16)

108/16.1 The Chief Executive presented the Mid-Year Assurance Statement and advised that the Department of Health had written to PHA on 1 September requesting submission by 14 October. She advised that the draft statement approved by the Agency Management Team on 27 September and by the Governance and Audit Committee on 6 October

108/16.2 The Interim Chief Executive said that following approval by the PHA Board, she would sign the statement and it would be formally returned to the Department of Health.

108/16.3 Members **approved** the Mid-Year Assurance Statement.

109/16 Item 10 – Freedom of Information Internal Review Procedures (PHA/06/10/16)

109/16.1 Mr McClean informed members that the Freedom of Information Internal Review Procedures had been approved by the Governance and Audit Committee and there had been very minor changes made to the previous procedures.

109/16.2 Members **approved** the Freedom of Information Internal Review Procedures.

At this point Mrs McAndrew left the meeting.

110/16 Item 11 – Annual Quality Report (PHA/07/10/16)

110/16.1 Mrs Hinds introduced the Annual Quality Report and said that it is a joint report because much of the work is done in conjunction with colleagues in HSCB. She explained that PHA is working to reduce the length of the report and produce one page summaries

on each of the five strategic goals. She invited Lynne Charlton, Head of Nursing, Quality, Safety and Patient Experience to give members an overview of the report.

- 110/16.2 Ms Charlton advised that this is the third Annual Quality Report and it is written under the five themes of Quality 2020. She picked out some highlights under each of the key themes. Under “Transforming the Culture”, she gave an overview of work done to revise SAI procedures by engaging with families and service users and work undertaken by the Safety Forum with nursing homes around palliative and end of life care. She also highlighted improvements in access to mental health services.
- 110/16.3 Within “Strengthening the Workforce”, Ms Charlton advised that there is now a staff health and wellbeing group within PHA. Under “Measuring the Improvement”, she referenced work in mental health service frameworks and complaints within maternity services and within “Raising the Standards”, she highlighted the 10,000 Voices project and an re-audit of the Sensemaker tool. Finally, under “Integrating the Care”, Ms Charlton advised of the eye-care partnerships operating within both primary and secondary care.
- 110/16.4 Ms Charlton said that the report will be published in advance of World Quality Day on 10 November.
- 110/16.5 Mr Drew said that he appreciated the work put into the Report, but asked if there was an action plan. Mrs Hinds said that for every project referenced within the report, there is a team working to take forward improvements.
- 110/16.6 Dr Mairs noted that there is a brief overview of screening programmes within the report and nothing on professional standards and the training of public health trainees. Mrs Hinds acknowledged this and said that there is a lot more that could be put in the report, but that it was necessary to keep it concise.
- 110/16.7 Ms Mann-Kler asked about initiatives where learning should be shared across the wider HSC and cited the example of the Nursing Home In-Reach Project in the Northern Trust. Ms Charlton said that the Trust is being invited to a future meeting of the Unscheduled Care group to present this project with a view to it being embedded across other Trusts.

- 110/16.8 Ms Mann-Kler asked about the atmosphere amongst staff of eastern European origin post the Brexit vote and whether any issues had been highlighted. Mrs Hinds said that she was not aware of any issue but that Trusts have made every effort to ensure that staff feel safe and welcome.
- 110/16.9 The Chair asked whether the private sector was experiencing difficulties with regard to recruitment within domiciliary care providers. Mrs Hinds said that there are issues as these workers tend to move to the HSC within 6/8 months. She added that there have been discussions with Four Seasons and the Independent Healthcare Providers (IHCP) to see what, if any, assistance we can provide to improve retention rates.
- 110/16.10 Mrs Erskine said that she appreciated the Report as it is important that the PHA Board receives this type of information to fulfil its governance responsibilities with regard to safety and quality. Mrs Hinds thanked Mrs Erskine and acknowledged that there is a lot of detail, but in the context of the Donaldson Review and the Mid Staffordshire report it is important that non-executive Directors receive this.
- 110/16.11 Alderman Porter asked if this Report helps PHA in terms of identifying future projects and funding streams. Mrs Hinds said that this Report helps PHA reflect on what it does and the impact and highlighted 10,000 Voices as an example of a project where service users and carers can say what is needed.
- 110/16.12 Mr Coulter noted that there is a vast amount of work put into the compilation of this Report, but questioned its usefulness. He asked whether PHA should be spending the time engaging in this type of work and what the key implications are, from the Report, for PHA. Mrs Hinds acknowledged that there is a lot of effort put into the preparation, but she said that over the last 10 years the NHS has been criticised for not paying attention to these areas. She said that the learning from SAls and 10,000 voices is invaluable and it is worth putting this together in this type of report. She added that a shorter version is being prepared and that the format is constantly under review.
- 110/16.13 Mr Drew said that he supported Mr Coulter's view saying that the Report needed outcome measures and KPIs and that this type of

information should be brought to the Board twice a year. Mrs Hinds responded saying that there is a lot of statistical data available which is considered by the Safety and Quality group and can be brought to the Board if requested. Mrs Hinds advised that regular monitoring is conducted by the HSCB.

110/16.14 The Interim Chief Executive said that she was taking on board all of the comments being made. She said that it is no bad thing for an organisation to highlight the depth of work that it does, but perhaps to focus more on outcomes. She added that introducing Outcomes Based Accountability would put PHA ahead of the game.

110/16.15 With no further comments on the Report, members approved the Annual Quality Report.

111/16 Item 12 – Any Other Business

111/16.1 Alderman Porter returned to the issue of funding and sought clarity that if PHA stopped certain programmes, other initiatives would take their place. Mr McClean said that where there are valid proposals or different ways of doing something, PHA would seek every opportunity to progress these given the Minister's priorities around MLB and addressing health inequalities.

112/16 Item 13 – Date and Time of Next Meeting

Date: Thursday 17 November 2016
Time: 1:30pm
Venue: Conference Rooms 3+4
12/22 Linenhall Street
Belfast
BT2 8BS

Signed by Chair:



Date: 17 November 2016