

WESTERN HEALTH AND SOCIAL SERVICES COUNCIL

Minutes of One Hundred and Fortieth meeting of the
Western Health and Social Services Council
held in the Library Headquarters, Omagh, Co Tyrone
on Thursday 2 June 2005
at 6.00PM

Present:	Mr P McGowan (Chair)	
	Mr H Andrews	Mr M McIvor
	Mr J Campbell	Mr V McKelvey
	Mr P Gilgunn	Mrs H Quigley
	Mrs M Hamilton	Mr D Sutherland
	Mr I Maguire	Ms M Trimble
Apologies:	Mrs V Brown	Ms F Robson
	Miss M Burke	
In Attendance:	Ms M Reilly	Mrs K Loughran
	Mrs L Preston	

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C41/05 Chairman's Business:

Mr McGowan welcomed everyone present to the last meeting of the Council before the summer recess. He said he wished on behalf of the Council to thank Raymond Rogan and Marie Devlin who had completed their term of office at 31 May 2005. He also thanked District Councillors Harold Andrews, Ann Bell, Paddy Gilgunn, John Kerr, Barney McAleer, Reuben McKelvey and Helen Quigley, who would not be returning to the Council in September. He acknowledged their dedication and commitment to the community they had represented through their membership of the Western Health and Social Services Council. The Chairman was joined by other members in wishing the retiring members good luck in the future.

The Chairman said that interviews had been carried out and four new members will be appointed when approved by the Minister for Health.

Mr McGowan thanked the members who had attended the Workshops on Developing Better Services and Review of Public Administration held on 17 May 2005. He said the workshops proved very valuable; helping to develop the Council's thinking about changes that will happen in the future.

The Chairman also thanked the members who attended the Infection Control Workshop which was very successful. A lot of information had been gathered and shared that will be of value and assistance to the Council later on.

C42/05 **Presentation:**

Reform and Modernisation of Allied Health Professions Services :

Mrs McGartland thanked the Council for inviting her to make a Presentation on the Reform and Modernisation of AHP Services.

She give a brief overview on the history of her appointment two years ago as AHP Commissioner, WHSS Board.

Members were issued with a handout on the work completed to date.

Mrs McGartland said that there were three elements of the Review:

- The Initial Review;
- Reform and Modernisation;
- Investment in AHPs

She give an overview of the Key Recommendations of Reg Race's Report and Action to date:

Target 1: To establish a Project Board and Project Team

Action: Up and running

Target 2: Appointment of AHP Commissioner

Action: In post – May 2003

Target 3: To appoint Clerical Staff to improve capacity

Action: Year 1 - £100,000, Year 2 - £26,000

Target 4: To improve the Working Environment for Staff

Action: 1. Focus on Patient Environment; 2. Focus on Staff Environment; 3. ICT

Target 5: Changing Data Collection Systems

Action: Stakeholder Task Group established; PCIS is being developed and will include AHP sub-groups; Engage AHPs to inform PCIS but in the meantime make better use of current Information Systems

- Target 5.1: Commission a New Survey of Disability in Northern Ireland
Action: Continue to try to influence DHSSPS to commission Review
- Target 5.2: Improve Service Frameworks and Performance Management in NI
Action: Recommendation was based on English National Service Frameworks (NSF), no equivalent in NI; Continue to discuss these issues at Departmental level; Instituted process mapping within WHSSB
- Target 6: Establish the existing Framework of demand, referral patterns and outcomes
Action: Work in progress
- Target 7: Change Commissioning Parameters from Purchasing on Volume to purchasing on Specific Services and desired outcomes
Action: Fully acknowledged; Commissioning needs to be more outcome focused; Working through SCTs to help achieve this; To have a stakeholder model as opposed to Purchaser/Provider model
- Target 8: Define and Develop each Clinical Pathway
Action: Process mapping ongoing; complex issue – involves identifying and overcoming professional, organisational and other boundaries; Better understanding needed of the connections across boundaries, collaborative working and flows of money and other resources; Need to develop change agents who will see boundaries of care as the centre of their work rather than peripheral to it e.g. diabetes
- Target 9: Ensure the Recruitment and Retention of Staff
Action: Task group established which has now reported; Workshop held in September 2004 led by the President of Health Connections International; More work ongoing
- Target 10: Increase Service Efficiency through clear and measurable Management Plans
Action: Investment in teambuilding events; Identify needs for development; Work is ongoing; Sperrin Lakeland Trust have developed Management Plans based on a template from Royal College of Physiotherapy; Foyle Trust are developing Management Plans; Continuing challenge is to build on this work across the Western area
- Target 11: Produce a regular bulletin to provide continuous explanation of change and progress towards it for staff
Action: Quarterly bulletins being issued
- Target 12: Speed up the Major Adaptations Process

Action: DHSSPS and Northern Ireland Housing Executive decided that a unified group was not the way to proceed; There is a local Task Group which continues to meet - this includes the Board, Trust OTs and Housing Executive representatives; Process mapping is planned for Occupational Therapy

Target 13: Establish permanent Service Review process

Action: Considerable work yet to be done; To be taken forward through SCTs; Focus on Reform and Modernisation

Based on Reg Race's Report, Task Groups were set up to examine the following areas:

- Awareness (raising the profile of AHPs);
- Housing and Adaptations;
- Information;
- Recruitment and Retention;
- Referrals;
- Skill Mix;
- Waiting Lists.

Local Task Groups

- Each Task Group Has Developed And Agreed An Action Plan;
- Target Dates Have Been Set For The Completion Of Tasks And Work Is Progressing Well.

Core Achievements - 1st Year

- development of corporate approach;
- breaking down organisational and professional barriers;
- harnessing enthusiasm and skill base of AHPs;
- people are thinking differently;
- a £1.1m investment in AHPs across all programmes of care in 2004/05

Breakdown of Investment

Acute	157,000
Community/Elderly	220,000

Chronic Disease Management/Diabetes	260,000
Cancer Services	100,000
Learning Disability	251,000
Clerical Support/Restructuring/Regradings	95,000
TOTAL	£1,083,000

Investment - Staff

£1,083,000 investment resulted in employing the following additional staff:-

	8 Physiotherapists
	3 Dieticians
	5 Occupational Therapists
	3 Podiatrists
	2 Speech & Language Therapists
	12 Assistants
	4 Clerical Officers
TOTAL	37

Key Reform and Modernisation Achievements

Dietetics

- ❖ Weight Management initiative
- ❖ Primary Care Information packs on Nutritional Issues - Skill mix – 1st Nutritionist in Northern Ireland;
- ❖ Protected meal times

Occupational Therapy

- ❖ Development of Assessment Clinic for Community OT (Foyle);
- ❖ Investment made in Sperrin Lakeland Trust for similar clinic;
- ❖ Pain Management

Orthoptics

- ❖ Case profiles are being produced for all Orthoptic clinics across the Board's area;
- ❖ Service developments for patients with conditions such as low vision, cataracts and glaucoma;

Physiotherapy

- ❖ Area-wide collaboration on clinical pathways for orthopaedics;
- ❖ Physiotherapy Assistants assessment of falls in Nursing Homes;
- ❖ Pain Management;
- ❖ Group assessment – orthopaedics

Podiatry

- ❖ Skill mixing through introduction of Podiatry Assistants;
- ❖ Involving AHPs in Chronic Disease Management;
- ❖ Waiting List management module linked to foot scanning

Speech and Language Therapy

- ❖ Introduction and acceptance of skill mix;
- ❖ Service Improvement Programme for reducing Community waiting lists;
- ❖ ICAN Project

Radiography (Medical Imaging)

- ❖ Service development in Radiography in taking on more responsibility, e.g. Intravenous contrast administration, performance of barium enemas, unsupervised ultrasound scanning;
- ❖ Initiatives being considered for implementation include radiography and ultrasound into health centres

Next Steps

- roll out best practice;
- seek opportunities to optimise AHPs role in service delivery;
- challenge professional boundaries and ways of working;

- develop skill-mixing further;
- progress process mapping to improve efficiency and effectiveness;
- filtering down skill mix in further investments.

Core Issues

- continue to develop corporacy;
- direct referrals to AHP services;
- scope potential for cross referral between AHPs and other services;
- introduce prescribing rights for dietetics and podiatry;
- develop podiatric surgeons;
- enhanced role of orthoptists, e.g. retinal photography, cataract assessment;
- enhance the role of physiotherapist in the areas of a & e, pain management;
- occupational therapy – assessment -v- treatment

Process for taking this forward

- project board will remain and a representative from WHSSC will join the membership;
- project team will be re-constituted to include chairs of task groups and representation from each of the 3 SCTs;
- a series of task groups will be set up to reflect the current work that needs to be done.

Potential areas for reform and modernisation

- *Physiotherapy* - open access for lower back pain
- *Dietetics* - treatment of obesity
- *Podiatry* - roll out best practice, e.g. foot care assistants
- *Orthoptics* - skill-mixing
- *Speech & Language Therapy* - skill-mixing
- *Occupational Therapy* - roll out results of work to be carried out in southern sector
- *Radiography* - MRI scanning

Conclusion

- Cannot continue to do what we are doing – culture change and organisational change is slow;
- Need to consolidate our work and continue to build trust;
- Identify champions and early wins;
- Transfer learning and roll out best practice'
- Progress has been made towards implementing the Race Review;
- The process of engagement is in place for working with AHPs;
- Work will continue through task groups;
- Work of the task groups will be linked into the wider reform and modernisation agenda;
- A detailed plan of action is now being developed for each of the task groups with a focus on reform and modernisation.

Members agreed to invite Mrs McGartland back to the Council to update them on further progress. The Chair thanked Mrs McGartland for an excellent and illuminating presentation and wished her well in achieving the goals set out by her in her presentation.

C43/05 Election of Officers:

Chair:

Mr Paddy McGowan was proposed by Mrs Helen Quigley and seconded by Mr Michael Mclvor. There were no further proposals. Mr McGowan was re-elected as Chair for the period 2 June 2005 – 31 May 2006.

Vice-chair:

Ms Frances Robson was proposed by Mrs Mary Hamilton and seconded by Mrs Helen Quigley. There were no further proposals. Ms Robson was re-elected as Vice-chair for the period 2 June 2005 – 31 May 2006.

C44/05 Minutes of Previous Meeting:

Minutes of the previous meeting held on 4 May 2005 were adopted on the proposal of Mr Michael Mclvor and seconded by Mr Victor McKelvey.

C45/05 Matters Arising from Minutes of May 2005 meeting:

Response to Action Points AP: a/05/05 – e/05/05:

Action Point AP: a/05/05 Orthopaedic and MRI Scans and Autism Working Group Meetings.

Action Point AP: a/06/05

Meetings to be arranged for July.

Action Point AP: b/05/05 Current and Future Services at South West Acute Hospital and Local Hospital.

Included on the Agenda.

Action Point AP: c/05/05 Pharmacy Practice Committee Workshop for members.

A Workshop for members who sit on the Pharmacy Practice Committees will be arranged for August.

Action Point: b/06/05

Workshop to be arranged for August.

Action Point AP: d/05/05 Visit by Chair/Chief Officer to Out of Hours Premises.

Mr McGowan and Ms Reilly visited the Out of Hours Premises at Strabane and Omagh regarding concerns raised about access and parking. The Chief Officer said access at Strabane was not suitable for the elderly or someone with mobility problems. There was also a concern about car parking facilities. At the Out of Hours Centre based at Tyrone County Hospital if patients are sent to A & E or the X-Ray Department or vice versa they have to go round the back of the building which is a long sweeping roadway between the two buildings instead of being able to go out the front entrance that staff use which is only a short walk between the building.

Action Point: c/06/05

Chief Officer will raise with Mr Eugene Gallagher, WHSSB.

Mr Paddy Gilgunn asked the Chief Officer and Chair to visit the Out of Hours Centre at the Erne Hospital. He said it had been promised that the old Health Centre would not be used for offices or storage facilities but for clinical care and the Out of Hours Service. To date this had not been carried out. Mr Gilgunn said that Sperrin

Lakeland Trust had not provided a business case to draw down money from the Department to develop the Out of Hours at the old Health Centre.

Action Point: d/06/05

Chief Officer and Chair to visit Out of Hours at Erne Hospital.

C46/05 **Sperrin Lakeland's Risk and Governance Review of Acute Hospital Services:**

Mr McGowan said Sperrin Lakeland's Risk and Governance Review of Acute Hospital Services was of significant concern for Western Health and Social Services Council and for the people of Omagh and Fermanagh and the wider population.

The Chief Officer reminded members that she has represented the Council on the Steering Committee of Sperrin Lakeland Trust Risk and Governance Review of Acute Hospital Services. Other members include senior representatives of Sperrin Lakeland Trust, the Western Health and Social Services Board and the Department of Health, Social Services and Public Safety and is independently chaired by Mr Terence Lewis.

The Chief Officer said the release of the first stage of the review report which looked specifically at Critical care and Anaesthetics had raised very serious issues about clinical care and management of critical care services. As a Council she said our primary concern was for patient safety.

The Report was to be formally presented to Sperrin Lakeland Trust through its Clinical and Social Care Governance Committee (which includes the full Trust Board and Non Executive Directors). She said she was dismayed to discover that such an important report with such serious implications for patients and indeed the Trust should have only received a ten minute slot for discussion by the Clinical and Social Care Governance Committee.

Following discussion with Mr McGowan she said it was agreed that she should contact the new Minister Mr Shaun Woodward's office and seek an urgent meeting with him. Both she and the Chair would want to seek reassurance that the matters raised in the report would be dealt with immediately and at the very highest level.

Members were reminded of the ongoing debate that this Council has been having about the appropriateness of sending a Council representative to Trust Boards and sub-committee meetings. The general feeling has been that our attendance could give the impression that the Western Council is a member of these committees and consequently are part of the decision making.

With this in mind and given the Council's very serious reservations about the way that the Risk Review Report was being handled it was decided to formally withdraw the Council's nominated representative from this meeting.

Instead it was agreed that the Chief Officer would attend as an observer sitting in the area reserved for the public.

The Chief Officer attended the meeting and was informed that the full Board were meeting in private and that the Clinical and Social Care Governance Committee meeting would reconvene after this meeting.

She later attended the meeting and those present learnt that the Minister, Mr Shaun Woodward had intervened. It was announced that the Chief Executive of Sperrin Lakeland Trust had resigned and the meeting was ended.

Later the Chief Officer and Chair held meetings with both the Chairman of Sperrin Lakeland Trust and the Chief Executive of the Western Health and Social Services Board. The Chief Officer said she had spoken with senior officers within the Department.

There followed a very lengthy and detailed discussion by members which included a number of comments:

- ~ Members welcomed the timely and decisive intervention of the Minister.
- ~ The role and responsibility of the Department to have in place robust systems to monitor the standard and quality of care across NI.
- ~ The relationship and accountability of Trust's to patients, Service Commissioners and to the Department.
- ~ Serious dissatisfaction with current systems of accountability.
- ~ At what point did the Department, the Board and the Trust know that there were serious problems and what actions did they or could they take?
- ~ Clear management issues which need dealt with urgently but also not to lose sight of the clear clinical issues highlighted in this report.
- ~ Grave disappointment and anger that patients were put at risk.
- ~ Support for nursing and clinical staff who were trying to provide a safe high quality service but having to work under unacceptably difficult circumstances.

- ~ Further re-inforced the public lack of confidence in Sperrin Lakeland Trust which would have a very negative impact on developments within the context of the proposed changes contained within Developing Better Services and the new hospitals.
- ~ Dismay that staff were not being supported especially at a time of difficulty in recruiting and retaining staff.
- ~ Concerned about the implications of downgrading the Intensive Care Unit at Tyrone County Hospital to a high Dependency Unit and the knock on effect of safely providing the range of services which Tyrone County Hospital presently offers.

The Chairman informed members that an update had been received by Sperrin Lakeland Trust which stated that they were setting up a Strategic Change Management Group which will comprise Senior Officials i.e. Chairman Sperrin Lakeland Trust, Chief Executive WHSS Board, Representative for the Department of Health and from the NHS Clinical and Social Care Governance Team. The Chief Executive of the WHSS Board will Chair the group.

Interim measures had been taken with the appointment of a Director of Nursing. A Trawl will be carried out for the post of Director of Acute Services and a Chief Officer.

Mr Joe Campbell said he wished to state as a personal point of view that the Chairman of Sperrin Lakeland Trust should have resigned as well as the Chief Executive because he also has a responsibility and accountability in this matter.

C48/05 Trusts' Business:

1. *Altnagelvin Hospitals Health and Social Service Trust:*

- Minutes of the Trust Board meeting held on 7 April 2005 and Agenda for a meeting to be held on 5 May 2005 were noted.

2. *Foyle Health and Social Services Trust:*

- Minutes of the Trust Board meeting held on 29 April 2005 and Agenda for a meeting to be held on 27 May 2005 were noted.

3. *Sperrin Lakeland Health and Social Care Trust:*

- Minutes of the Trust Board meeting held on 21 April 2005 and Agenda for a meeting to be held on 16 June 2005 and Minutes of the Trust Board meeting held on 16 June 2005 and Agenda for a meeting to be held on 4 August 2005 were noted.

4. *Green Park Healthcare Trust:*

- Minutes of the Trust Board meeting held on 5 May 2005 and Agenda for a meeting to be held on 2 June 2005 were noted.

C49/05 **Any Other Business:**

Two members of the public raised concerns they had regarding their daughter who suffered from a disability. It was agreed a meeting would be arranged with the parents and the Chair and Chief Officer of Western Health and Social Services Council to go through the details.

Action Point: e/06/05

Chief Officer to arrange meeting with parents.

Meetings and Events attended by Members for period 5/5/05 – 1/6/05

Date: 10 May 2005
Meeting: Chairman/Chief Officer WHSSC
Venue: Hilltop, Tyrone and Fermanagh Hospital
Nominated: Mr McGowan

Date: 12 May 2005
Meeting: Regional Advisory Committee on Cancer
Venue: Castle Buildings, Belfast
Nominated: Ms Frances Robson

Date: 13 May 2005
Presentation: Presentation to Parkinson's Disease Society Conference
Venue: Silverbirch Hotel, Omagh
Nominated: Mr McGowan

Date: 17 May 2005
Workshop: Review of Public Administration
Venue: Silverbirch Hotel, Omagh
Nominated: Mr McGowan Mrs Brown Miss Burke Mr Campbell
Mrs Devlin Mr Friel Mr Gilgunn Mrs Hamilton
Mr Maguire Mr McKelvey Ms Robson

Date: 17 May 2005
Workshop: Current and Future Services in the local and acute hospitals
Venue: Silverbirch Hotel, Omagh
Nominated: Mr McGowan Mrs Brown Miss Burke Mr Campbell
Mrs Devlin Mr Gilgunn Mrs Hamilton Mr Maguire
Mr McKelvey Ms Robson

Date: 18 May 2005
Launch: WHSSB 'Pack It In'

Venue: Community House, Omagh
Nominated: Mr Campbell

Date: 19 May 2005
Meeting: Pre Interview Meeting re new WHSSC Members
Venue: Castle Buildings, Belfast
Nominated: Mr McGowan

Date: 24 & 26 May 2005
Interviews: New WHSSC Members
Venue: Conference Room, Hilltop, Tyrone and Fermanagh Hospital
Nominated: Mr McGowan

Date: 24 May 2005
Workshop: Infection Control
Venue: Malone House, Belfast
Nominated: Mrs Brown Mr Campbell Mr Maguire
 Mr McKelvey Ms Trimble

Date: 24 May 2005
Conference: Lymphoedema
Venue: Silverbirch Hotel, Omagh
Nominated: Ms Robson

Date: 25 May 2005
Meeting: National Appeals Panel
Venue: Dundonald House, Belfast
Nominated: Mr McGowan

Meetings and Events attended by Chief Officer/Staff for period 5/5/05 – 1/6/05

Date: 5/6 May 2005
Panel: Independent Inquiry Panel Member
Venue: Belfast

Date: 9 May 2005
Meeting: HSSCs' Chief Officers
Venue: Belfast

Date: 11/12/13 May 2005
Panel: Independent Inquiry *Panel Member*
Venue: Belfast

Date: 16 May 2005
Meeting: Councillor McElduff/Complainants (3)
Venue: District Council Offices, Omagh

Date: 17 May 2005
Workshop: Review of Public Administration

Venue: Silverbirch Hotel, Omagh
Date: 17 May 2005
Workshop: Current and Future Services in the local and acute hospitals
Venue: Silverbirch Hotel, Omagh
Date: 18 May 2005
Meeting: HSSCs' Chief Officers/Community and Voluntary Sector
Venue: Ramada Hotel, Belfast
Date: 19 May 2005
Meeting: Sperrin Lakeland Trust Clinical and Social Care Governance Committee
Venue: Coleshill, Enniskillen
Date: 19 May 2005
Visit: GP Practice Branch Surgery
Venue: Castleberg
Date: 23/24(pm) May 2005
Panel: Independent Inquiry Panel Member
Venue: Belfast
Date: 24 May 2005(am)
Workshop: Infection Control
Venue: Malone House, Belfast
Date: 26 May 2005
Meeting: Clinical and Social Care Governance
Venue: D2 Video Conferencing Room, Castle Buildings, Belfast
Date: 27 May 2005
Seminar: Review of Public Administration (IHM)
Venue: Templepatrick

C50/05 **Date, time and place of next Council Meeting:**

Date: Thursday 1 September 2005
Time: 6.00pm
Venue: City Hotel, Londonderry

The meeting ended at 9.25pm