



**One Hundred and Fifty First meeting of the NIBTS Agency Board
Thursday 3 September 2020 at 11.30am
Venue: Video Conferencing meeting**

Present: Ms Bonnie Anley – Non Executive Chair
Mrs Lorraine Lindsay – Non Executive Member
Mr Ian Henderson - Non Executive Member
Mr Philip Cathcart – Non Executive Member
Mrs Karin Jackson – Chief Executive

In attendance: Dr John Simpson – Interim Medical Director
Mr Glenn Bell – Finance & IM&T Manager
Ms Angela Macauley – Quality & Regulatory Compliance Manager

Mrs Alison Carabine – Minutes

1. Apologies

Mr Ivan Ritchie and Mrs Alison Geddis

2. Declaration of potential conflict of interests with any business items on the agenda

There were no declarations of interest.

3. Minutes of One Hundred and Fiftieth meeting held on 9 July 2020 and action list

The minutes were agreed as an accurate reflection of the meeting.

4. Matters arising from minutes of meeting held on 9 July 2020

There were no matters arising.

5. Chair's Business

- The first meeting of the Governance Review Working Group met on 13 August 2020 and agreed some actions. Mrs Jackson and Mr Bell will meet with the Head of Internal Audit to discuss scope of the Board Effectiveness Audit. The Board Assurance Framework document is being updated and should be emailed to Board members by the end of September 2020. Ms Anley thought it would be useful to conduct workshops for the KPIs, discussion on Board effectiveness and the Corporate Plan.
- Ms Anley advised that the Minister for Health joined the last NI Chair's Forum where he talked about Management Board and external engagement. Ms Anley will forward the information to Board members.

6. Chief Executive's Report

COVID-19

The measures established in NIBTS remain in place and will continue to do so for the foreseeable future. Weekly updates to Board members also continue. Risk assessments and arrangements to accommodate staff returning to HQ are in place. Where two metre distancing cannot be achieved, staff have been advised to wear masks. The collection of convalescent plasma (CP) to support clinical trials is on-going. The Micro Laboratory remains on stand-by to support the testing of COVID-19 swabs. The new COVID-19 test area for the Reference Laboratory is now operational. No members of staff have tested positive since the last report and there is no evidence of staff to staff or donor to staff/staff to donor transmission.

Pathology Transformation

The submission is with the Minister of Health. Mrs Jackson will keep the Agency Board appraised. Ms Anley enquired if Mr R Wilson will continue as the main contact. Mrs Jackson advised that he will be. Ms Anley further enquired if NIBTS Board will be written to and can seek clarification. Mrs Jackson that the Board will be written to regarding process. The Board should and can seek assurances from the Chief Executive and that Pathology Transformation will not affect NIBTS core business.

Donation Facilities in the West

As the focus remains on COVID-19, there has been no further update. Mrs Jackson will ask Mrs Geddis to obtain an update.

PULSE Replacement

Further amendments to the business case have now been completed and the document is now out for consultation with the project teams. The business case will be submitted to DoH during September 2020. Mrs Jackson advised that this will have no negative impact on NIBTS operations.

Infected Blood Inquiry

Mrs Jackson has sent Board members recent correspondence and a timetable from the IBI team. There will be an update in the next few months regarding evidence from blood establishments. Recently there has been media coverage in Northern Ireland regarding increased payments to those infected and affected.

Medical Director

Mrs Jackson advised that there were no applications for this post. Mrs Jackson further advised that the recruitment process is being reviewed following advice. Dr Simpson suggested that perhaps a Medical Lead with an interest in transfusion may suffice. Mrs Jackson appraised the Board of all areas being explored and advised that the Locum Consultant would be commencing employment in October 2020 for a period of six months. It is expected that the post will be re-advertised by the end of September 2020 with an estimated interview date late November/ early December 2020. Mrs Lindsay enquired where advertisements were placed. Mrs Jackson advised it was advertised in HSC Recruit, BMJ, UK Forum, JPAC (UK), which covers the whole of the UK. Haematology and Transfusion services were also contacted. The advertisement was not placed with EBA but a future advertisement could be. Ms Anley sought

assurance on the impact of a substantive Medical Director and steps being taken to fill the post. Mrs Jackson explained the recruitment process. Dr Simpson advised that if a Medical Director with little transfusion knowledge was appointed, the other UK blood establishments would provide support as they have been very supportive to him during his interim period. Ms Anley enquired if Dr Simpson would remain in post until a Medical Director was appointed. Mrs Jackson advised that Dr Simpson's contract was due to expire at the end of November 2020 and it would be something both Dr Simpson and Mrs Jackson would have to discuss.

Head of HR & Corporate Services

The Head of HR & Corporate Services remains on sick leave. Mrs Jackson had a meeting with him last week to discuss a phased to work. Funding has been secured for a position of an interim HR position to assist Mr Ritchie for a period of six months on his return. Mr Ritchie's work is being covered by SMT and the HR & Corporate Services Team with no interruption to services. Mrs Lindsay enquired about additional agency staff costs. Mrs Jackson advised that the use of agency staff of recent times were used to support Donor Administration and that NIBTS is keen to reduce agency staff. However, staff being employed are being used appropriately. SMT is currently addressing this issue. Funding to support the return of the Head of HR & Corporate Services is a separate issue but will be funded.

Blood Mobile

The Blood Mobile has been returned to NIBTS. Currently it is not possible to use it for donations as social distancing cannot be facilitated. It has, however, been offered to other NI agencies. Mrs Jackson will keep the Board apprised of any developments.

7. Finance Report

Mr Bell presented the report.

Revenue

The cumulative revenue position for the four months ended 31 July 2020 showed a net surplus of £361k. Excluding haemophilia the surplus was £39k. Mr Bell noted departments with salary overspends due to the use of agency staff. This will be offset by underspends, in other areas and a breakeven position was projected.

Capital

The Capital Resource Limit (CRL) of £220.2k has been allocated by DoH to date. This consists of £205.7k for IT and £14.5k for General Capital. Further General Capital requirements for the year have been identified to DoH and confirmation of the funding level is pending.

Prompt Payment Policy

Compliance with Prompt Payment Policy for four months to 31 July 2020 is 95% which is within target.

Monitoring

In overall terms, the notional value of blood components issued to hospitals is 13.0% below the Service Level Agreement (SLA) value at the end of July 2020. Trusts are

showing activity level of 7%, -16% below SLA. This reflects reduced activity results from COVID-19. The position will be kept under review and adjustments with each Trust at the year-end.

Ms Anley enquired, in light of COVID-19, would DoH provide additional funding to NIBTS. Mr Bell explained the funding process for COVID-19 costs and that costing returns are submitted to DoH monthly. Ms Anley further enquired, if business plan objectives could be achieved without additional funding. Mr Bell advised that a breakeven position was projected. Mrs Jackson advised that if there were issues with safety and business critical funding how that would be dealt with. Ms Anley sought assurances that Board would be advised if there were any safety or business critical funding issues. Mrs Jackson explained it would appear on the Corporate Risk Register and Board would be informed.

8. Audit Committee Annual Report

Mr Cathcart presented the report and advised that the Audit Committee is required to provide an annual report to the Agency Board outlining the activities of the Audit Committee, whether there were matters for Board consideration and the Audit Committee opinion. Mr Cathcart highlighted all areas of the report and brought attention to, and advised Board of the recent matters that related to the qualification of the NIBTS 2019/2020 annual accounts, which was outside the control of NIBTS. The Board discussed the report. Ms Anley thanked Mr Cathcart and the Audit Committee for their scrutiny and responsibilities to the Committee.

9. Business Continuity Management Plan

Mr Bell presented the plan and advised that this plan requires approval from Board annually. The Business Continuity Management Plan provides assurances that functional areas have been assessed and contingencies have been put in place to mitigate against risk and ensure NIBTS have continuity arrangements. Ms Anley sought clarification on the role of the Head of HR & Corporate Services given the absence of same. Mr Bell advised that the plan is implemented by a team of people and not reliant on one person. Mrs Jackson advised that during planning it is a best case scenario and based on all staff being present. If this were not the case defined functions and roles would be re-distributed. The Board discussed and approved.

10. Corporate Risk Register

Mrs Jackson presented the Corporate Risk Register and advised that it had been presented at the last Governance & Risk Management Committee meeting and brought to Board for approval. Mrs Jackson highlighted each risk. Mrs Lindsay advised that each risk had been discussed at length at the last Governance & Risk Management Committee. Mrs Lindsay sought clarification on the impact of the recent Cyber Security Audit on the Cyber Security Risk. Mr Bell advised that the risk score remained unchanged but the "Existing Controls" should be updated to reflect audit work undertaken. The Board continued to discuss the Corporate Risk Register and approved it.

11. Quality Management System Report

Ms Macauley presented the report and advised that the Quality Management System is operating well.

Documents

Targets relating to SOP document review within appropriate review period were met. Targets relating to policy documents has shown improvement during the last quarter reducing to 5% outside review during May and June and exceeded target during July 2020.

Incidents

The number of incidents raised remained consistent with previous months. The severity of the majority were classed as minor incidents, i.e. yellow/green. Compliance of the KPI incident closure within 30 days continues to be poor and failing to reach target. Ms Macauley advised of new measures which have been introduced to QIR and hopes to put a new system in place by the end of October 2020. Initially the target will remain at 75% and Ms Macauley advised that the Quality Department will monitor the CAPA KPI target for some months before agreeing a KPI.

Changes

Ms Macauley advised over the past number of months, an increase in the number of open changes and the number of changes past their target date has been observed. Focus on these will increase over the forthcoming weeks and will be risk assessed.

Ms Anley advised that if there are to be changes to KPI, they have to have value and meaning. Ms Macauley advised on what is needed for incidents and would be reluctant to reduce from the 75% target. CAPAs may be at least 75% but monitoring time was necessary. Ms Anley reiterated that she would like Mrs Lindsay (as Chair of Governance & Risk Management Committee Chair) and Ms Macauley to continue to work on these new targets.

Mrs Jackson advised of an intern commencing in NIBTS for one year who could explore the KPIs and metrics that other blood establishments are using which will in turn inform NIBTS KPIs. Mrs Jackson enquired from Ms Anley where she felt there were gaps in assurances to help SMT focus KPIs. Mrs Jackson further advised that the Board should indicate what assurances it required. Mrs Lindsay advised that NIBTS need to measure what the regulatory bodies inspect and audit. Ms Macauley advised that the regulatory bodies are mostly interested in process which in turn informs metrics. Ms Anley reiterated that the development of KPIs need to make sense. Dr Simpson advised the Board of a recent QMS review. The QMS is embedded into daily practice which is very effective and is now being refreshed. Dr Simpson further advised that not meeting a KPI target did not reflect any problems, but it was what is presented to Board and what Board require to see and seek assurances. Any new system needs to be monitored operationally for a period before it can be implemented. The Board discussed the proposed workshop to develop the Corporate Plan and KPIs. Mrs Jackson advised that the Corporate Plan will be reviewed.

However, core business will not change. Ms Anley advised that she is content to await information from the new intern.

12. Key Performance Indicators

All Donor/Customer KPI met target.

Staff Absence met target.

SDRs Complete are correct for this time of year and are expected to meet target by year end.

Quality KPIs had previous been discussed.

Financial Breakeven did not reach target due to an underspend and a breakeven position is predicted.

Invoice Payment within 30 days met target.

13. Any Other Business

There was no further business.

14. Action List

Action	Responsible Person
Set up workshop for Governance Review to discuss Corporate Plan, KPIs etc adhering to social distancing.	Mrs Carabine
Information from Ministers visit to NICF to be sent to Board members	Ms Anley
Update on Facilities in the West	Mrs Geddis
Email Board Assurance Framework document to Board members	Mrs Jackson, Mr Bell & Mrs Carabine

**Date of next meeting: 15 October 2020, 11.30am
via video conferencing**

Signed: _____

Dated: _____