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Addendum Witness Statement of Roberta Brownlee

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I, Sarah Roberta Brownlee, will say as follows: -

I wish to make the following amendments to my existing responses dated 29 November 2022, to Section 21 Notice number 105 of 2022

1. At WIT- 90872 para 28 I state that *'The second telephone call with Richard Pengelly was late September, again cannot recall the exact date and I did not take notes. This should state 'I cannot recall the exact date of the second phone call with Richard Pengelly and I did not take notes. I know that this call took place when I was at [redacted] . I accept, given the timeline provided by Shane Devlin and Richard Pengelly, that the most likely date this call occurred was 26 October 2020. I have checked my diary, and it confirms I was at [redacted] on that date.*
2. At WIT-90874 para 29 I state that *'I attended the Board meeting on 22 October 2020. I had sent an earlier email to the NEDs and the CX explaining I planned to attend this meeting and declared my interest (Exhibit RB-02). The decision to attend was influenced by the second conversation I had with Richard Pengelly, in late September 2020, referenced to above at Q28. I was mindful of my obligations and accountability as Chair of the Board.*  
*This should state 'I attended the Board meeting on 22 October 2020. I had sent an earlier email to the NEDs and the CX explaining I planned to attend this meeting and declared my interest (Exhibit RB-02). I was mindful of my obligations and accountability as Chair of the Board.*
3. At WIT-90884 para 42(i) I state that *'I attended the October 2020 Board meeting after having had a telephone call from Richard Pengelly (as referenced earlier) I sent an email to the CX and NEDs explaining why I was attending. I was not at the September meeting on this Urology item as Pauline Leeson Chaired this. As I have said above, Richard Pengelly phoned me in late September and then I attended the October meeting because of this phone call.*  
*I now believe this timeline to be inaccurate and ask that this reference be removed from my S.21 responses.*



*Quality Care - for you, with you*

## **Trust Board Workshop – Thursday 13<sup>th</sup> December 2018**

**Boardroom, Trust HQ**

### ***“Living our values, out loud”***

***9.30am Introduction to workshop***

***9.45am Café Conversations – 4 values, 4 conversations***

- How do we currently ‘live out’, through our behaviours, each of the \*HSC values, individually and collectively, inside the Boardroom?
- What can we do to improve this - what are the Board behaviours we must role model on the Board?

***11.05am Coffee break***

***11.20am Feedback from Café Conversations***

- Have we a set of behaviours that we can sign up to in the Boardroom?

***11.50am What if? Group discussion & feedback***

- What if behaviours in the Boardroom are inconsistent with these values, going forward? How will we challenge this?

***12.20pm Way forward and close***

***\*HSC values (final draft following consultation) - overleaf***

## HSC VALUES (following HSC consultation)

<i>Value</i>	<i>What does this mean?</i>	<i>What Boardroom behaviours will we model?</i>
<b>Working together</b>	We work together for the best outcome for people we care for and support. We work across Health and Social Care and with other external organisations and agencies, recognising that leadership is the responsibility of all.	
<b>Compassion</b>	We are sensitive, caring, respectful and understanding towards those we care for and support and our colleagues. We listen carefully to others to better understand and take action to help them and ourselves.	
<b>Excellence</b>	We commit to being the best we can be in our work, aiming to improve and develop services to achieve positive changes. We deliver safe, high-quality, compassionate care and support.	
<b>Openness and Honesty</b>	We are open and honest with each other and act with integrity and candour.	

# Working Together

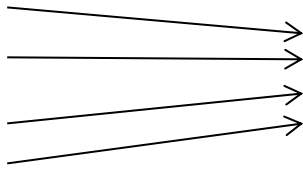
TABLE 1

## HOW?

- a) Why are we here?  
Range of behaviours (Trust, respect, honesty)
- b) Creating space for (types) styles and opinions.
- c) Responsibility for own opinion. Not speaking for others. Tolerance.
- d) Common purpose/goals.
- e) Bring external agendas into the Boardroom.
- f) Shared agendas.
- g) Inclusive language.
- h) No needless summarising.
- i) No unnecessary detail.

- 
- Sub-Committees working well – more time for discussion.
  - Team's still forming – Executives/Non Executives/SMT.
  - Communications and Board Assurance – feels an add-on.
  - Lack of looking outside Trust – solutions/support.
  - Workshops.

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- Presentations on what is not working well – solutions.
  - Mastermind – everyone owns the problem – solutions.
  - Using expertise/experience of all Non-Executives.
  - Sub-Committees doing more.
  - Work as 1 Team.

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- How we interact externally – ‘The Big Conversation’
    - Trust Board
    - Directorates
    - Externally
    - Public
- 
- Outcomes

- Prioritise – Trust Board – Focus on the right things and direct time and effort that way.
- Emphasis on positive risk taking.

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- External focus – needs to become part of Trust Board to support our key priorities, e.g. education providers, voluntary and community, council, etc.
  - Could we learn from other Trust Boards and could they learn from us?
  - Learning from Foundation Trusts.

- ?? Buddy system with NEDs with Executive Directors.
  - Agree an overall Trust Board Development Action Plan to work through.
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# Compassion

TABLE 2

## CURRENT BEHAVIOURS

1. We bring service users and staff to the Boardroom and **listen and appreciate** their work.
2. **Take on board** the views of staff and public to make improvements.
3. Our behaviours toward each other
  - Time limits our ability to listen attentively.
  - Does the necessary agenda enable full compassionate approach?

## POTENTIAL ACTIONS

- **Ask at the end of every agenda item** – What **Action?/Decision?** are we taking?
- ? Undertaking **360 degree** feedback approach for each Trust Board member.
- Explore delivery methods of necessary information/reports.

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- Twice a year suggested:
    - How do you **feel** in the Boardroom?
      - Compassion demonstrated/received?
      - Did your colleagues **help** you?
      - Be Honest – ask a question someone else answers!!???
      - Genuine kindness ... personal core value – Difficult point/position – challenge – common solution, very supportive, based on good relationships --- leadership --- role modelling
- HOW TO DO THIS?**

- 
- Don't be **defensive** when challenged.
  - Aggressive approaches don't help.
  - How to show compassion/support?
    - Facial expression ...
    - Non verbals ...
    - Listening is essential.
    - "Attend", e.g. e-mails, listen to presenters.

## **GOOD MANNERS!!!**

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- Listen to challenging service issues – explore/listen, discuss, manage
  - Compassionate – outside Trust Board, not inside Trust Board.
  - 3/10 stuffy, greatest show (public).
  - Visitors get compassion.
  - Trust Board not the case
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- Open and honest – compassion will flow.
- Building capacity for Trust Board.
  - Tough agendas/raw.
  - Team coaching/behaviours.
  - Budding new Trust Board members.
  - "Who are we here to serve?"



**REVISIT : PURPOSE OF TRUST BOARD**

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- Compassion – not tokenism, patronising.
  - Professionalism allied to interpersonal skills – should be both.
  - Knowing ‘the right thing to do’ – knowing how to do the right thing.
  - “Psychological Safety”.
  - “Doing the right things the right way”.
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# Excellence

TABLE 3

- • Consistent – agenda, etc. – through organisation.
  - Well informed.
  - Patient/client/service user focus – **listening – not token gestures.**
  - Balance positive and negative.
  - • Role of Sub Committees.
  - Best utilisation of skills.
  - Set a Standard of Expectation.
  - Constructive Challenge.
  - • Directors – confidence to surface issues.  
**Must feel safe**
  - • NEDS – ability to question and understand.  
**Keep informed**
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## Current ...

- Presentations are usually around service improvements.
- Current agenda is structured around improvement.

## Potential Improvement ...

- Hear directly from Service Users when experiences have not been great to really see need.
- Hear directly from staff –what they really think. All staff – not just those who have done something special.

- Do we go into Trust Board committing to be the best that we can be? If we did – what would that look like? What would the outcome be?
  - How can the NEDs work to improve/to develop services as a member of Trust Board? What is this role in the Board meeting?
  - There should be outside the Boardroom opportunity for NEDs and Directors to discuss reports/formats, etc. Build in these opportunities.
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- Practitioners as a community of excellence – recognise high-quality care.
  - How do we measure and appreciate challenge?
  - Trust Board should encourage learning and be less risk-averse.
  - Value **qualitative experience** of patients, service users and staff.
  - Trust Board move to open to complaints and concerns.
  - Item on agenda – what did we do well this month?
  - New measure for excellence – tell me your story!!
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# Openness & Honesty

TABLE 4

- Depends on subject matter.
- Depends on meeting.
- Feeling of isolation and fear?
- Need capability... capacity... confidence.
- Be prepared for what it is like in Boardroom – not intimidation, weakness.
- **Supportive reactions.**  
Accept that ..... you will be
- **Get comfortable with being uncomfortable.**
- **Accept that things will happen- it's what we do that matters (TOGETHER).**
- **BE MORE SELF AWARE**

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- Degree and depth of openness and honesty dictated by external influence.  
*# What does this mean?*
  - Credible, rigorous, honest, authentic.
  - \* If you don't know, you don't know SAY.
  - Prepared to ask the difficult question.
  - Lead by example.
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- Agree with saying you don't know, if you don't know. *That is ok.* ✓✓
  - The public nature of the meeting may *not lead to full openness* but integrity and truthfulness is *expected* and *present*.
  - We believe that Trust Board is open, honest, acts with integrity and candour. ✓✓
  - There is a difference between Trust Board meeting and Trust Board Team. Could we have more real *conversations outside* of the Trust Board meeting? Would this make Trust Board more efficient? → *Relationships*
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## ASK OURSELVES:

How do we demonstrate openness and honesty?

*Personal Value?*

*Be honest about the practice and have the discussion ..... affected by maturity and confidence in own ability.*

Need to feel comfortable in Trust Board - *Natural style and learned ...*

You are a product of ...

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## SKILL

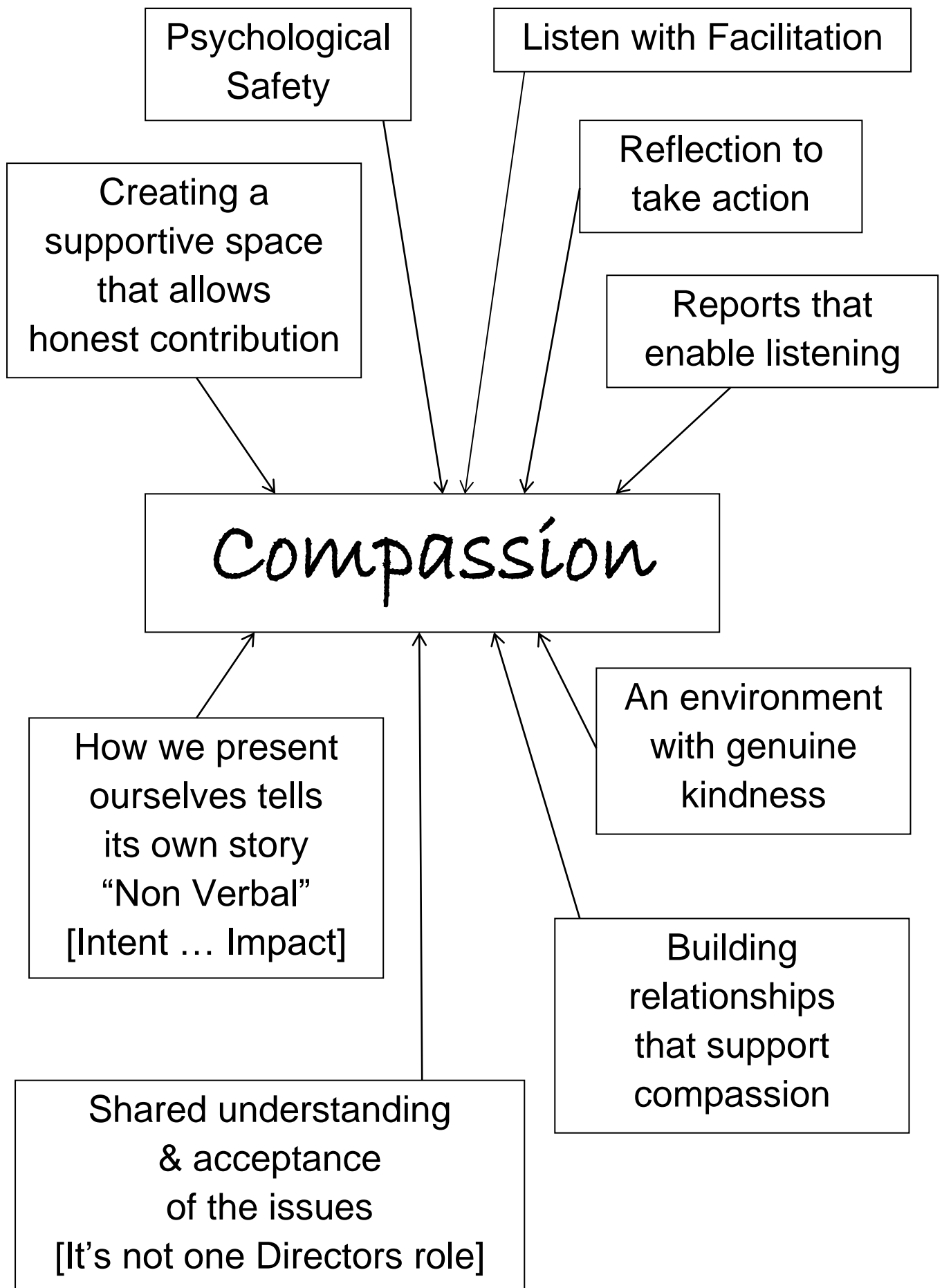
- Shrewdness - learned.
  - What to say – appropriate but honest.
  - BUT not conflict with honesty?
  - Uncomfortable.
  - Need to respect and receive honesty in the Boardroom.
  - Feel safe and comfortable.
  - Feeling of “meetings outside of meetings?”
  - Decision making – genuinely collective.
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## 1. Presentations

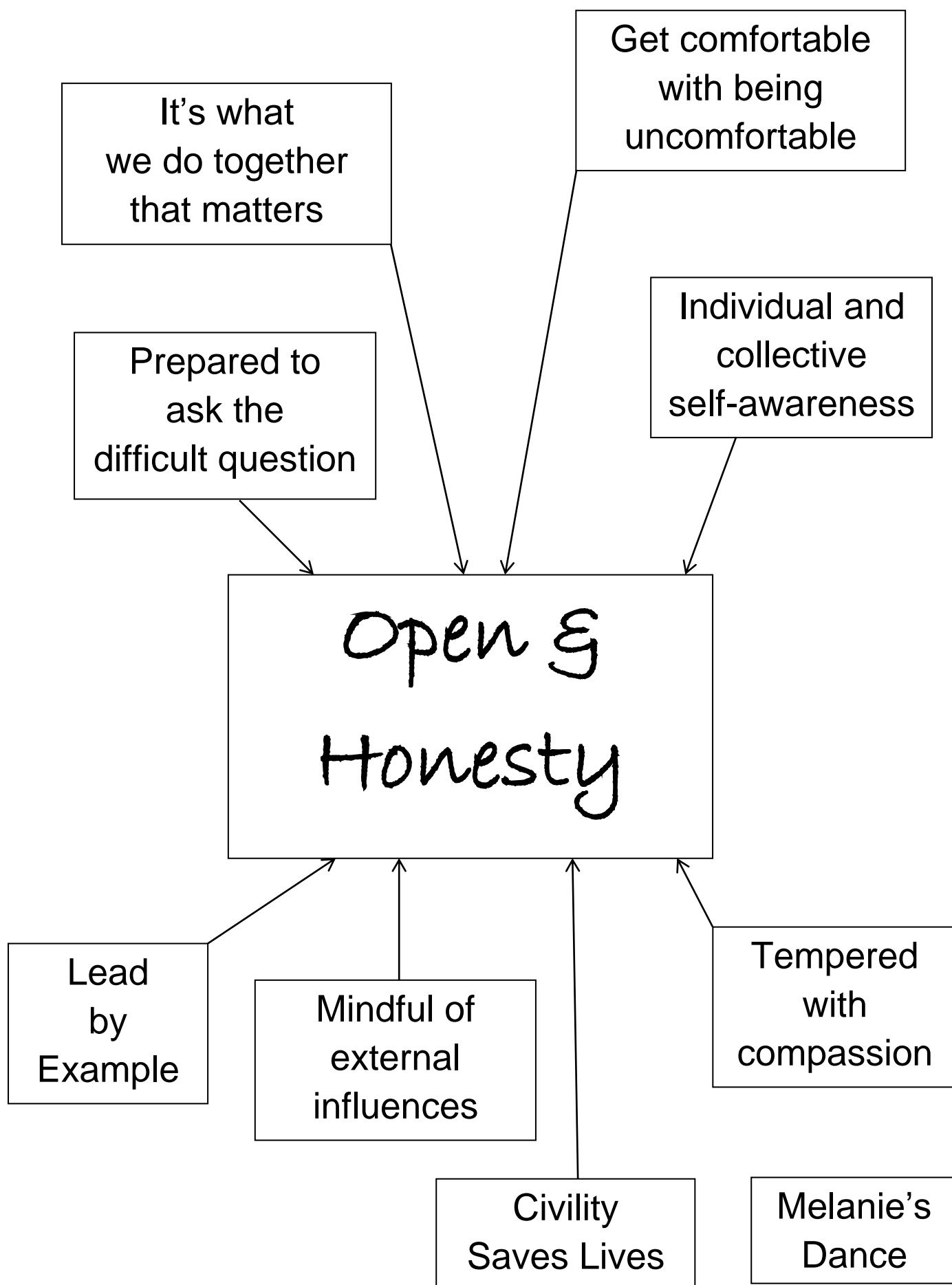
- QI
  - Excellence Awards
  - Need discussion on journey to excellence – not just those who are already there.
  - Leadership walks increase.
  - Simple thank you's.
  - Encourage innovation  
Fear or Failure? Stifles Excellence.
  - Blame Culture  
External Factors impinge on our willingness to take risk.
  - Pilot/Controlled exercise, **simulated exercise of failure.**
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**DIRECTORS' WORKSHOP****DATE:** Thursday, 21<sup>st</sup> February 2019**TIME:** 9.30 a.m. – 1.00 p.m.**VENUE:** Boardroom, Trust HQ, Craigavon***Culture, Values and Behaviours*****AGENDA**

<b>TIME</b>		<b>ITEM</b>	<b>DIRECTOR</b>
9.30 – 10.45 a.m.	1.	Chair's welcome and business  a) Commissioner for Public Appointments (CPANI) and Queen's University Post Graduate School Joint Mentoring Scheme  b) 2019 Boardroom Apprentice Scheme	Mrs R. Brownlee
	2.	Introduction to Workshop	Mr S. Devlin
	3.	Review and Refresh Core Values and Board Etiquette - Break out session	
10.45 – 11.00 a.m.		<b>COFFEE BREAK</b>	
11.00 – 12.00 noon	4.	Feedback from breakout session	
12.00 – 12.30 p.m.	5.	Board Governance and Effectiveness i) BSO Internal Audit Review 2018-19	Mrs C. McKeown
12.30 – 1.00 p.m.	6.	Outcomes and next steps	Mrs R. Brownlee Mr S. Devlin

**Notes of a Directors' Workshop held on  
Thursday, 21<sup>st</sup> February 2019 at 10.00am  
in the Boardroom, Trust Headquarters, Craigavon**

**PRESENT**

Mrs R Brownlee, Chair  
Mr S Devlin, Chief Executive  
Ms G Donaghy Non-Executive Director  
Mrs P Leeson, Non-Executive Director  
Mrs H McCartan, Non-Executive Director  
Mr M McDonald, Non-Executive Director  
Ms E Mullan, Non-Executive Director  
Mrs S Rooney, Non-Executive Director  
Mr J Wilkinson, Non-Executive Director  
Dr O'Kane, Medical Director  
Ms H O'Neill, Director of Finance, Procurement and Estates  
Mrs H Trouton, Interim Executive Director of Nursing & Allied Health Professionals

**IN ATTENDANCE**

Mrs E Gishkori, Director of Acute Services  
Mrs A Magwood, Director of Performance and Reform  
Mrs M McClements, Director of Older People and Primary Care  
Mr B McNeany, Director of Mental Health and Disability Services  
Mr P Morgan, Director of Children and Young People's Services /  
Executive Director of Social Work  
Mrs V Toal, Director of Human Resources and Organisational Development  
Mrs R Rogers, Head of Communications  
Mrs J McKimm, Head of Communications  
Mrs S Judt, Board Assurance Manager  
Mrs L Gribben, Committee Secretary (Notes)

**1. CHAIR'S WELCOME AND APOLOGIES**

The Chair welcomed everyone to the meeting. No apologies were noted.

**a) Commissioner for Public Appointments (CPANI) and Queen's University Post Graduate School Joint Mentoring Scheme**

The Chair advised [Irrelevant information redacted by the USI] is undertaking the above scheme which provides postgraduate research students with an increased knowledge of public governance, increases postgraduate research students' awareness of relevant skills for public sector, committee and management careers, develops links and networks between researchers and public sector departments and increases engagement of the diverse community represented by postgraduate students in the NI public sector.

The Chair informed members she will mentor [Irrelevant information redacted by the USI] and it is envisaged that mentees would have between four and six meetings with their mentor over the course of 12 months, such meetings could potentially coincide with the public board meetings. She added [Irrelevant information redacted by the USI] will attend the Trust Board meeting in March as an observer.

**b) 2019 Boardroom Apprentice Scheme**

Ms Mullan declared an interest in the above item and left the workshop at this point.

The Chair referred to the letter included in members' papers from the Department of Health asking for the Trust to participate as a host in the Boardroom Apprentice scheme. The programme seeks to develop a diverse pool of potential Board members and to move the Board member role from aspiration to reality.

In response to a question on whether the apprentice would be present at confidential meetings and have access to confidential papers, the Chair advised that this was at the discretion of the host Board.

Formal agreement to participate in the Boardroom Apprentice Scheme will be sought at the 28<sup>th</sup> March 2019 Trust Board meeting.

***Ms Mullan returned at this point***

*Mrs Rooney left the meeting at this point*

**2. INTRODUCTION TO WORKSHOP**

The Chief Executive advised this workshop was a follow through from the Directors' Workshop on 13<sup>th</sup> December 2018. Its purpose is to develop a set of behaviours that Trust Board collectively sign up to in the Boardroom.

**3. REVIEW AND REFRESH BOARD ETIQUETTE – BREAK OUT SESSION**

In their four groups, members were asked to review the existing behaviours (Board Etiquette) and against the core HSC value assigned to their group, consider what are the Board behaviours members must role model.

**4. FEEDBACK FROM BREAKOUT SESSION**

See Appendix 1

**5. BOARD GOVERNANCE AND EFFECTIVENESS**

**i. BSO Internal Audit Review 2018-19**

The Chair welcomed Mrs Catherine McKeown, Head of Internal Audit, to present the outcomes of the survey Board members had completed based on the NIAO Good Practice Guide on Board Effectiveness.

Mrs McKeown guided members through the results and advised this survey will form part of the overall Internal Audit of Board Governance and Effectiveness which will be presented to the Audit Committee in due course. She noted the positive results with some areas of further development identified. The Chair referred to one area identified for improvement, that of future proofing the Board against sudden loss of members. She asked how learning could be fed back to senior officials at the DoH in terms of staggered appointment terms of NEDs, senior executive recruitment etc. Mrs McKeown undertook to raise this as a sector wide issue with DoH Sponsor Branch. The Chief Executive noted that the Board has been focusing on culture and that its next area of focus would be on strategy.

The Chair thanked Mrs McKeown for undertaking the analysis and reporting on the survey within a short timeframe.

The Trust Board Effectiveness, Review of Board Meetings September 2017 – September 2018, which had been previously circulated, was noted by members.

**6. OUTCOME AND NEXT STEPS**

Members felt the workshop was productive as a result of the work undertaken at the previous 2 workshops and the Board Development Day. Sufficient time was allocated for good discussion and debate which members welcomed.

In terms of next steps, it was agreed that the leaders from each group, with input from communications, would meet to draft a set of Board behaviours. These will then be discussed at the workshop on 18<sup>th</sup> April 2019.

The Chief Executive advised the workshop in April 2019 will focus on shaping future strategy and engaging the Board in this work.

*Meeting concluded at 12.45pm*



**FEEDBACK FROM BREAKOUT SESSION ON PROPOSED  
BOARD BEHAVIOURS**

**Working Together (Leader: Geraldine Donaghy)**

- Keep bullet point 1: Mutual trust and respect; honesty.
- Amend bullet point 2 to read: Commitment to your role on Board and contributing to the wider business of the Trust.
- Amalgamate bullet points 3-5 to read: Tolerance to all aspects of challenge dialogue (opinions) and valuing all contributions.
- Keep bullet point 6: Confidentiality.
- Amalgamate bullet points 7 and 8 to read: Prioritise time to focus on issues that matter to the Trust and the public.
- Amend bullet point 9 to read: Build relationships
- Amalgamate bullet points 10 and 11 to read: Formal / informal use of all Trust Board members' individual expertise and experience.
- New bullet point: Commitment to consider and learn from all organisations external to the Trust.

**Compassion (Leader: Barney McNeany)**

- Board behaviour:
  - Inside and outside
  - Group support and tolerance
  - Board modelling
  - Move some current 'etiquette' parts – cut to how we work / expectations
- Consistent language – reflect to HSC Values
  - Etiquette (change to) behaviour.
  - Group support (change to) compassion.
  - Tolerance to be included.
  - Acknowledgement of each other's workload. Providing support and being kind to colleagues as appropriate, looking after yourself and others.
  - I will learn from others by listening to understand.

**Excellence (Leader: Martin McDonald)**

Maintaining a relentlessly, ambitious approach to:

- Proactively seeking out voice of service users and staff to drive excellence.
- See 'Criticism' 'Failure' as 'A Gift' for learning.
- Ensuring our contribution to agendas drives patient and service user safety and quality improvement.
- Ensuring continued focus on staff development / training and liberating potential within the wider workforce is seen as key driver for excellence.
- Question to learn rather than judge  
Question to drive improvement  
Psychological safety  
Debate

**Openness and Honesty (Leader: Melanie McClements)**

- Board etiquette feels *ok* but have we strayed from it?
- Need to answer truthfully – fear can affect this / survival instinct.
- Like the *'I'* in HSC Core Behaviours.
- Confidential meeting (safer, hard questions, comfortable) v public meeting – getting the balance as accountable to public.
- Governance processes have to be focused and make a difference – be open and remain with appropriate level of detail.
- Trust is the crux – don't abuse that trust.
- Accurate, appropriate detail.
- 'We are a team' – compassion. Cohesion – no matter what.
- Board – accountable and assurance
- Challenge – why? For clarification, working through agreement.
- Why review? – familiarise, refresh, focus.
- Make the most of time – don't speak for others, only Chair and Chief Executive to summarise.
- Where can NEDs raise concerns?
  - Different levels – leadership walks, Governance committee, Audit committee.
- 'Need to know' basis is not in conflict with openness and honesty.

**Suggest keep following HSC behaviours**

1. I am open and honest in order to develop trusting relationships
2. I ask someone for help when needed
3. I speak up if I have concerns

- Challenge inappropriate or unacceptable behaviour in practice:
  - To know / concern and don't challenge.
  - Culture?
  - Coming together of information.
  - Picked up earlier?
  - Roles and remits / accountability.
- Challenge in the boardroom needs appropriate response:
  - Allow discussion, development
  - Not a put down
  - Even if I don't understand....
  - No stupid questions
  - Clarity
  - Respect
- Impact of personalities
- Self-awareness – consciousness – feeds a behaviour(s).
- Breadth of agenda and time – filter
- Open, honest, concise, effective
- Relationships are key

**DIRECTORS' WORKSHOP**

**DATE:** Thursday, 18<sup>th</sup> April 2019  
**TIME:** 9.30 a.m. – 1.00 p.m.  
**VENUE:** Boardroom, Trust HQ, Craigavon

***Strategic Direction*****AGENDA**

<b>TIME</b>		<b>ITEM</b>	<b>DIRECTOR</b>
9.30 – 10.00 a.m.	1.	Chair's welcome and apologies Apologies: Mrs R Brownlee Mrs S Rooney Mrs P Leeson Dr M O'Kane	Ms G. Donaghy
	2.	Notes of previous Workshop held on 21.2.2019 (approval)	Ms G. Donaghy
	3.	Introduction to Workshop	Mr S. Devlin
	4.	Board Behaviours (approval)	Ms G. Donaghy Mr S. Devlin Mrs M. McClements
10.00– 11.15 a.m.	5.	i) Direction of Travel of HSC and Trust ii) Key challenges and opportunities iii) Reflection on Corporate Plan 2017/18 – 2020/21	Mr S. Devlin Mrs A. Magwood Mrs M. McClements
11.15 – 11.30 a.m.		<b>COFFEE BREAK</b>	
11.30 – 12.45 p.m.	6.	Board Assurance Framework Presentation and discussion	Mr S. Devlin
12.45 – 1.00 p.m.	7.	Outcomes and next steps	Ms G. Donaghy Mr S. Devlin



## BOARD BEHAVIOURS

We are committed to:-

- Mutual trust and respect; honesty and confidentiality.
- Our role on the Board and contributing to the wider business of the Trust.
- Tolerance to all aspects of challenge, dialogue, opinions and valuing all contributions.
- Learning from others by listening to understand.
- Demonstrating compassion to group members by being sensitive to the needs and feelings of others.
- Prioritising time to focus on issues that matter to the Trust and the public.
- Allowing time out to build relationships.
- Recognising and utilising Trust Board members' individual expertise and experience.
- Considering and learning from all organisations external to the Trust.



Working together



Excellence



Openness & Honesty



Compassion