Northern Health and Social Care Trust

Strategic Change and Improvement Capability Committee

Tuesday 6th February 2024, 2pm

Via MS Teams

Notes

	ACTION
Present Gerard McGivern, Non-Executive Director (Chair) Neil Martin, Director of Strategic Planning, Performance and ICT Sarah Williamson, Assistant Director of Performance Services Alison Renfrew, Assistant Director of Capital Development Lucy Haugh, Head of Organisational Development Owen Harkin, Deputy CE/Director of Finance, Diane Spence, Director of Community Care Denise Quinn, Assistant Director Intermediate Care Prof Terri Scott, Non-Executive Director (Observer) Colette Carey, Office Manager	
1. Apologies Apologies were noted for Jim McCall, Non-Executive Director, Jacqui Reid Director of HR, Corporate Communications/Head of Office and Gillian Traub, Director of Operations.	
2. **Minutes of the Meeting held 25th July 2023** The minutes of the 25th July were agreed as an accurate record.	
3. Conflicts of Interest Mr McGivern reminded attendees that should any conflict arise to make it known throughout the meeting.	
4. Presentation: • **Community Care model** The Committee welcomed Mrs Spence and Mrs Quinn to the Committee, Mr McGivern noted that Mr McCall was keen to hear this presentation however is he an apology for todays meeting. Mrs Quinn gave a comprehensive overview of the Community Care model, sharing comparisons of home based models versus bed based models and identified key issues. Mrs Quinn discussed the two distinct pathways for intermediate and contingency beds.	

Mr McGivern thanked Mrs Quinn for detailed presentation. Prof Scott also acknowledged the level of detail within Mrs Quinn's presentation. Mr McGivern welcomed Mrs Quinn to return to the Committee and provide a further update in 6-8 months.	**Mrs Spence**
5. Feedback Reports from: **People Learning & Development Group** Mrs Haugh provided an update to the Committee on behalf of Mrs Reid. She noted a 12 month interim review meeting took place in mid December 2023 which provided an opportunity to update on • Our people progress since reaccreditation in early 2023; • Outline plans, priorities, challenges and context over the next 12 months. Mrs Haugh highlighted the success of the Regulated Qualifications Framework (RQF) Award Ceremony that took place in November 2023, she advised a total of 104 staff gained qualifications in a range of areas including Essential Skills, Principles of Customer Service and Diplomas in Health and Social Care. Mr McGivern enquired about the number of staff who participated in the RQF prior to COVID-19, Mrs Laugh advised there has been an increase in the number of staff obtaining Essential Skills and a trend of mature learners. Prof Scott thanked Mrs Haugh for the update and advised Mrs Reid had shared the success of IIP at a recent Trust Board. Mrs Haugh highlighted the limited assurance of the Mandatory and Professional Training Audit which took place in March 2023. A Task and Finish Group, chaired by the AD Workforce Governance, Analytics and OD, has been established to complete a review of the Statutory and Mandatory Training Matrix, provide clarity to staff and line managers to assist in identifying necessary training and to promote and encourage uptake of mandatory and professional/role dependent courses. Mrs Haugh noted that statutory and mandatory training for 24/25 may be impacted as a result of the Trust's readiness preparation for encompass, which will require the release of staff for digital upskilling, super user training and end user training between May 2024 and November 2024. **Service Transformation & IQI Group** Mrs Williamson began her report by reflecting on the progress of STIQI (RoV Programme Board) and highlighted the developments in the following workstreams: **General Surgery**	

Mr Martin advised the General Surgery Project Board has been established and ToR approved with two workstreams: Data and Options Analysis and a Stakeholder Group. A number of engagement events took place in January 2024 and further engagement is planned. The Ambulatory Service opened in Causeway Hospital. **Future Vision for Causeway Hospital** A strategic vision for Causeway is drafted, it highlights the Trusts commitment to Causeway Hospital and the plans to enhance its services. **Maternity and Paediatrics** A six month evaluation report is due for submission late January/early February. A lessons learned paper has been drafted and shared with Directors. Data gathering and analysis, for Acute Paediatrics Service is progressing, a project team is established and outputs have been agreed for March 2024. **Integrated Care and Community** Following a reconfiguration, the workstreams are organised as follows: • **Intermediate Care Pathways** Work ongoing to fully inform and update the Community Bed Model, further information and consideration is required in relation to unmet need. Options appraisal to be completed by the end of March 2024. • **Care Homes** Development of Care Home Information Platform App is underway, testing planned for February and the launch in March/April. Innovative work is underway on developing early warning system, with initial alert and escalation thresholds agreed. • **Homecare** (previously known as Domiciliary Care) A performance management framework is in place and following a steady improvement in effectiveness and efficiency face to face time has increased and vacant slots are now down to 15%. A recent recruitment drive led by Health Sector Talent resulted in 55 successful candidates. Mrs Spence advised currently liaising with HR to enhance uptake and make the roles more attractive. **Cancer** Mrs Williamson advised the Cancer Strategic Board has been reinstated and meets quarterly. An Action Plan has been drafted focusing on 3 areas: • Northern Trust specific actions • MDM compliance and Peer review recommendations • Cancer performance plan **Unscheduled Care**	

Five of the six No More Silos Business Cases submitted have been approved and work with Primary Care partnerships is continuing. **Mental Health** Mrs Williamson advised the Reform Workstream has been restructured to the following groups: • Dementia Acute Care pathway review • Learning Disability Crisis Service • Extended Hours in Learning Disability Day Care • Delivering Value - regional Length of Stay project **Children & Young People** The workstream within CYP has also been restructured. A regional waiting list workstream was established a demand capacity paper in respect of Unallocated Cases for Looked After Children was completed. Gateway models across the region have also been reviewed and a paper will be presented to Directors Leadership Group identifying variances in service delivery models, along with the previously completed demand capacity work. A business plan is being progressed to develop a Residential Assessment Unit in respect of emergency carers, this work is linked to the Trusts plan to progress a model of accommodation provision that is sustainable and cost effective for both unaccompanied and 16+ young people. **QI** Mrs Williamson updated the Committee on the progress of the QI work plan: • SQN Cohort 6 commenced on 12th September 2023, with a theme of Delivering Value through Quality Improvement. This has been extended to GP Federation colleagues and a MDT project is established. • A new QI Network structure was launched on World Quality Day with a range of new roles. • Planning of a QI structure for each division, all divisions will have autonomy for their own QI work, with support and co-ordination being offered from the QI team. • Two new QI programmes are in development as part of the QI capacity framework: Leading for QI and Quality Coach Programme. • Leading on a regional QI capacity assessment through funding from the Health Foundation. • QI support in place for 11 big priorities for the organisation – 5 projects in the Quality Improvement Plan and 5 regional HSCQI priorities.	

Mr McGivern thanked Mrs Williamson for the detailed reported and for the Causeway Hospital update from Mr Martin. Mr McGivern enquired if Trade Union engagement had taken place, Mr Martin confirmed same. **Strategic Capital Group** Mr McGivern welcomed Mrs Renfrew to the Committee, Mrs Renfrew advised she would provide an update on 3 projects; **Birch Hill Centre for Mental Health** Approval of the addendum is still required for additional capital and revenue associated with the scheme, with a letter of commissioner support required before a revised addendum is submitted to DoH. Enabling works to support the project are progressing with planning approval now in place for the provision of a temporary road access, additional temporary car parking on the AAH site and permanent road access is ongoing with support from LPS. Once the mock up bedrooms are complete the Committee will have an opportunity to view and feedback, Mrs Renfrew advised this learning will then be incorporated into the final design. RIBA Stage 4, Technical Design is due to start in May 2024. **Robinson Hospital** Business Case approved for an extension to the hospital, the project includes a new build extension to the right hand wing, which will provide 5 single bedrooms with en-suite facilities, a staff base, and an OT/physio room; and an undercroft to support the installation of a new plant room. An initial Design Team meeting was held in July 2023, with these meetings continuing, meeting on a fortnightly basis from December 2023. The stage 2 report has been received by the Trust and is currently being reviewed. The programme for completion has slipped from September 2025 to October 2025. Mr McGivern took the opportunity to commend the progress made in the development of the Robinson Hospital. **Macmillan Information Centre** The proposed development is located between Fern and Maple House on the Antrim Area Hospital Site and includes12 additional workstations to accommodate cancer services staff. This proposal involves Macmillan investing the capital, subject to Macmillan Grant Board approving the funding for the scheme, but no revenue. These additional workstations are not within the original project scope therefore Macmillan will not fund this element of the build cost. Further engagement is planned with Macmillan for the Feasibility Study and DAC to appoint Macmillan's preferred architectural design team and the Development of a Business Case. Mr McGivern enquired about the additional 12 workstations and why Macmillan will not fund these. Mrs Renfrew advised the additional	

workstations are not essential to Macmillan's model but noted the benefit of to the Trust by utilising the space. Prof Scott asked why a DAC was required for this scheme, Mrs Renfrew explained the architect had been involved in many of the other MacMillian Units throughout the region. Mrs Renfrew advised that the Trust liaised with Health Estates on the matter and took advice from DLS. Mr Harkin took the opportunity to give Prof Scott a brief overview of the DAC process. Prof Scott thanked Mrs Renfrew and Mr Harkin for clarifying. **Strategic ICT Group** Mr Martin provided an update on encompass; go-live is planned for autumn 2024, Mr Martin advised extensive planning is underway and the governance structure is in place and regularly meeting established. The implementation of encompass will require significant investment in core infrastructure and the deployment of additional devices. **Cyber Security** Mr Martin discussed the increase in cyber-attacks and the legal requirement for the Trust to maintain services in the event of a cyber-incident. Mr Martin advised fines can be enforced to ensure standards are met and reducing our overall risk. Mr McGivern thanked Mr Martin for his comprehensive update and acknowledged the risks faced within ICT.	
6. Work plan for future meetings Given the discussion around ICT and the pending launch of Encompass, Mr McGivern suggested that further discussion is required at this Committee and Trust Board. Mr McGivern is keen to get a further update on the Community Care model later this year. It was agreed Social Care Collaborative will be invited to the next meeting.	**C Carey**
7. Any Other Business No other business discussed.	
8. Date and Time of Next Meetings • Tuesday 7th May 2024 at 2pm, Boardroom, Bretten Hall.	**All**