Northern Health and Social Care Trust

Strategic Change and Improvement Capability Committee

Monday 8th August 2022, 1:30pm via Zoom

Notes

ACTION

Present

Jim McCall, Non-Executive Director Chair
Billy Graham, Non-Executive Director
Gerard McGivern, Non-Executive Director
Sarah Williamson, Assistant Director of Performance
Sean McQuade, Head of Quality Improvement
Neil Martin, Director of Strategic Development & Business Services
Wendy Magowan, Director of Operations
Alison Renfrew, Assistant Director of Capital Development
Jacqui Reid, Director of HR, Corporate Communications/ Head of Office

1. **Apologies**

   Apologies were noted from Owen Harkin, Deputy Chief Executive/ Director of Finance

2. **Minutes of the Meeting held 3rd May**

The minutes of the 3rd of May 2022 were agreed as a record, noting one small addition to the RoV Maternity section.

3. **Conflicts of Interest**

There were no conflicts of interest noted.

4. **Presentation:**

Innovation & Quality Improvement
Mr McCall instructed the Committee on a change to the agenda with the Developing Corporate Plans presentation deferred to a later date. Mr McCall welcomed Mr McQuade and Mrs Williamson to the Committee and thanked them for their time.

Mrs Williamson began the presentation highlighting the Trust position currently and the numbers of staff trained. Mr McQuade then began by sharing some examples and quotes about culture. Mr McQuade advised that the team have started to look at high performing organisations across the UK and how they do it. Mr McQuade noted that the Trust are about the middle of the board in terms of performance.

Mr McQuade highlighted the training needs analysis noting that this will help the team plan training going forward. Mrs Williamson noted the survey launched in July and advised that feedback on this was due in September.

Mr McQuade highlighted the culture and learning projects and a few examples were noted including the work around deteriorating patient.

Mr McQuade noted the importance of celebrating success. Mr McQuade confirmed that a number of projects have reached the final of the regional HSCQI awards.

Mr McQuade and Mrs Williamson thanked the Committee for the opportunity to present on the great work to embed quality improvement work within the Trust.

Mr McCall commended this piece of work. Mr Graham noted the work around culture and how he felt that the Trust had come a long way in this regard Mr Graham felt that people felt empowered to change things. Mr Graham remarked that QI isn't always about the big project but ensuring that teams capture the small wins too.

Mr McCall enquired if this is work was about doing more of what the Trust is already doing or doing it better. Mrs Williamson felt it was a little of both, but that work need to be strategically tied in across the Trust. Mrs Magowan these projects need to be linked to people, reform etc. right across the Trust and remarked that QI is one of the tools to help with that.

Mr McCall asked that the committee include an update on IQI in our future work plan. Mr McCall requested that a copy of the presentation be shared following the meeting. **Sinead Laverty**

5. Reports from:
   - **People Learning & Development Group**

Mrs Reid presented the report and noted the programme of work, all of which is based around the T of the Trusts corporate objectives. Mrs Reid highlighted the perception data which is now available and helpful when putting together our programme of work.

Mrs Reid remarked on the progress with regards to the Open, Just and Learning culture, Mrs Reid advised that there is a steering group to take forward this programme of work.

The training programmes were noted, Mrs Reid commented that this is an example of how the Trust are trying to bring together QI and People pieces. Mrs Reid advised that the Trust has developed a Culture Toolkit and Framework and has been considering its roll out alongside the Muckamore Abbey recommendations and in particular around culture and leadership.

Mrs Reid informed the committee that the Trust continues to promote the wellbeing appraisals maintaining a focus on supporting the wellbeing of our people and teams during challenging and turbulent times. It was noted that appraisal completion rates for the financial year end were 52% against a target of 75%. Mrs Reid advised that this year there will be a clear focus on improving the appraisals rates but also on ensuring the benefits of appraisal to staff are made clear. Mrs Reid advised that the PLDG will continue to advocate for the benefits of the appraisal conversations in their respective Division/Directorates. Mrs Reid noted the Support Workers Fund from Department of Health this allocates non-recurrent funding to support the development of staff from band 2 – band 4. The Trust received confirmation of the 22/23 allocation was £38k, Mrs Reid advised that the PLDG group will come back and confirm the plan of expenditure.

TeamNorth work was noted, Mrs Reid discussed the proposal to coordinate an organisational recognition and appreciation campaign celebrating #Team North September which had been approved via SMT. The Committee were advised this will take place over 3 weeks in September 2022. The two headline events featuring the annual Team North Leadership Conference and Chairman's Awards will open and close the campaign respectively.

IIP reaccreditation, Mrs Reid provided a short updated and noted the survey will launch in September 2022, the context setting day with the senior team takes place in October and the staff one-to-one sessions in November.

Mrs Reid noted that Internal audit will be auditing statutory and mandatory training this year. Concerns have been raised regarding the volume and frequency of training required. The OD team will be considering a methodology for measuring the volume and frequency in hours of the statutory and mandatory training in order to provide a clear understanding.

Mrs Reid to bring update to the colleagues support pack to the next meeting. **Mrs Reid**

Mr Graham commented on the OJL culture, he enquired where Mrs Reid thought the Trust was in terms of its ability to be open and honest. Mrs Reid confirmed the Trust are benchmarking well but it was one of the lowest of the values. Mrs Reid commented that there is a way to go.

Mrs Magowan noted the recent draft RQIA report from AAH which was regards to whistleblowing, culture and openness. It has been very reassuring given the last two years but Mrs Magowan noted that we can't take that for granted.

Mr McGivern enquired about the appraisals, given the history we have at becoming a learning organisation, is it a case that the process is a little dated? Is there more work to be done on the process rather than just making the target figure? Mrs Reid noted some of the feedback to date, including career progression and personal development.

Mr McCall thanked Mrs Reid for presentation.

- **Service Transformation & IQI Group**

Mrs Williamson provided an update on RoV Elective care with advanced triage work noted. The committee noted the validation of waiting lists was ongoing. Mrs Williamson provided a short update on Urgent Care with a reduction in NMS funding. Mrs Magowan provided an update from the meeting with Margaret O'Brien. There is no funding currently available for AAA. The DoH are in the process of looking at GP out of Hours with some work to do going forward. Mr Graham expressed his frustrations.

Mental health – now 6 workstreams ongoing reporting up into STIQI. CYP – 5 areas of focus, the big focus at the moment is the Ray Jones review for his return in September.

Community & Intermediate Care RoV – more full most update at the next meeting. Currently finishing the bed modelling paper before sharing. Have a temporary structure in place now within CC to bring Intermediate Care together. Wendy we need to now bring us together Billy this is about how we as a Board support this going forward even when the difficult bits come.

RoV Acute - maternity working towards going to public consultation awaiting for the ministers approval.

Mr Graham enquired about strengthening Causeway piece has anyone linked with Jr doctors who provide out of hours, Mrs Magowan provided a short update.

Mr McCall thanked Mrs Williamson for the presentation.

- **Strategic Capital Development**

Mrs Renfrew presented the report and noted the 48 beds confirming that the tender closes on Wednesday. Mrs Renfrew advised it was an expected programme of 18 weeks + 2 weeks for in house commissioning. The committee noted the critical friend review which starts tomorrow, the project team and board has been established. Mrs Renfrew confirmed the decant of the car parking spaces losing 200 spaces so working is on-going to look at replacing these. Mrs

Renfrew noted this is likely to be a major planning application, planners cannot see any issues with this.

Mental health project was noted, Mrs Renfrew advised there has been delay stage 3 is now not progressing until October. Mrs Renfrew advised that regular updates would come to Trust Board.

Newtownabbey Hub Business case was noted, Mrs Renfrew confirmed this was submitted to DoH & SPPG on 28th June. 88m of capital costs in the 10 year plan for 25/26.

Mr McGivern feels it is sensible to move with these plans given the current climate with the increasing costs.

Mr McCall voiced his frustrations that Trusts are still awaiting a 10 year plan.

- **Strategic ICT Group & Encompass Group**

Mrs Martin provide an update on TEP which has moved to a new licencing resign with all devices moved to windows 10. Mr Martin wanted to put on record his thanks to the ICT teams. Mr Graham asked Mr martin, if we have encompass rolled out where you think HSC might be in terms of a tech enabled health service.

Encompass Update
Mr Martin provided an update, this will be an extraordinary step forward from where we are now. Mr Martin noted the go live dates of Sept/Oct 2024, he confirmed that the team have now recruited our whole professional and programme management team. Mr Martin advised the team are attending some of the go live dates over the next while. Mr Martin commented that there is a huge amount of work to do, lessons from other areas is that preparation and training is key. Mr McCall enquired about the end of life care, Mr Martin noted that Access to subject matter experts (SMEs) is key. Mr McCall enquired if we will need to release our staff to do that and Mr Martin confirmed this is a challenge across the Trusts given service pressures.

Mr McCall recorded his thanks to Mr Martin and the teams.

6. Work plan for future meetings

The Committee discussed the work plan for future meetings and agreed a number of subjects would be helpful to review including, People plan, Leaders/ Managers Inductions, Intermediate Care and the Corporate plan.

7. Any Other Business

There were no further items discussed.

8. Date and Time of Next Meetings

The dates and times of the next meetings were confirmed.

- 10th October 2022, 9am -
- 16th January 2023, 9am