



Strategic Change and Improvement Capability Committee

Tuesday 25th July 2023, 2pm

Hybrid Meeting, Boardroom Trust HQ/MS Teams

Notes

ACTION

Present

Jim McCall, Non-Executive Director (Chair)
Gerard McGivern, Non-Executive Director
Sarah Williamson, Assistant Director of Performance
Services
Alison Renfrew, Assistant Director of Capital Development
Jacqui Reid, Director of HR, Corporate Communications/Head of
Office
Colette Carey, Office Manager

1. Apologies

Apologies were noted from Owen Harkin, Deputy CE/
Director of Finance. Neil Martin, Director of Strategic
Planning, Performance and ICT and Wendy Magowan,
Director of Operations.

2. Minutes of the Meeting held 2nd May 2023

The minutes of the 10th October were agreed as an accurate
record.

3. Conflicts of Interest

Mr McCall reminded attendees should any conflict arise to
make it known throughout the meeting.

4. Presentation:

• **Prof Jones Report**

The Committee welcomed Ms Dargan to present on the Prof
Jones report. Ms Dargan began by providing a detailed
overview of the Children & Young People division (CYP). Ms
Dargan discussed the ongoing work within CAMHS,
Disability, Placement Support for Looked After Children and
the Workforce Social Work Teams. Mr McCall enquired
about the housing issues for young people, Ms Dargan
explained that the issues are around the lack of suitable
accommodation. Mr McGivern acknowledged the work done
by the divisions to cease agency usage and to move staff to
Trust contracts.



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Ms Dargan, advised the Prof Jones report was launched in June 2023 and all levels of staff were involved in the engagement process. Following the Prof Jones report, there is significant work happening both regionally and locally, including the setting up of the Children's Collaborative Board. Mr McCall thanked Ms Dargan for her detailed presentation and acknowledged the level of change required will take time to get right. Mr McGivern also thanked Ms Dargan for her presentation and noted it was very useful and informative. A copy of the presentation is to be circulated to the Committee.

C Carey

5. Feedback Reports from:

Service Transformation & IQI Group

Ms Williamson began her report by reflecting on the progress of STIQI (RoV Programme Board) and highlighted the developments in the following workstreams:

General Surgery

Planning is in place to enhance ambulatory services at Causeway Hospital. Work is continuing within the service to achieve maximum utilisation of theatres. Ms Williamson advised Theatre minutes, run time and operation times are reviewed as part of SDP now and as part of the Trust Delivering Value programme.

Strengthening Causeway Hospital

The Urgent Care element within No More Silos has been approved and there is funding for a Phone First Doctor with ambulatory pathway to ED. A new Respiratory Consultant has been appointed and is due to take up post within the next few months. A workshop has been organised for September, various elements of focus will be explored, including recruitment and retention of staff.

Maternity and Paediatrics

Maternity Services

Ministerial approval has been received and the reconfiguration of Acute Maternity services which includes the transfer all births from Causeway Hospital to Antrim Area Hospital from 17th July is underway. This work includes the development of appropriate pathways in collaboration with other divisions within NHSCT and with other external stakeholders such as NIAS. All relevant families have been informed and are being supported through the change and Corporate Communications are conducting a strong messaging campaign to ensure that the public are aware of these changes.

Acute Paediatrics

Steps in place to complete data gathering and analysis to enable a review of the current position and develop a future model, this work will be undertaken collaboratively with Jenny Hughes, the new Clinical Director for Paediatric services.



Integrated Care and Community

Following a reconfiguration, the workstreams are organised as follows:

- **Intermediate Care Pathways**

An analysis of the Community Bed Model was presented at the most recent RoV.

- **Care Homes**

Developing proposal for the permanent placement review team.

- **Domiciliary Care**

This work stream is focusing on rota utilisation, workforce challenges, absence and vacancies.

Unscheduled Care Cancer

The Rapid Diagnostic Centre has opened and is accepting patients through the Vague Symptom Pathway. Ms Williamson advised the Trust is liaising with Southern Trust in order to hold a joint recruitment campaign to attract additional Clinicians.

Urgent Care

Urgent Care funding element within No More Silos was approved however the finer details are still to be worked through. Work on Ambulance turnaround is still continuing, although not currently funded through NMS.

Mental Health

The new temporary 3 bed Learning Disability ward is open on the Holywell site, with temporary funding received from the DoH. Ms Williamson acknowledged the work within the community with regard to resettlement, with some innovative and bespoke arrangements being made. Ms Williamson noted the work on the new Mental Health Inpatient facility is progressing well.

Children & Young People

The Committee noted that Ms Dargan provided a detailed presentation on the Prof Jones report under agenda item 4.

Mr McCall thanked Ms Williamson for her detailed report and advised this report highlights the key targets and challenges to be addressed. Mr McCall reflected on his recent visit to the 3 bed Learning Disability ward and expressed it was a great success. Mr McCall also commented on the proposal for the permanent placement review team in Care Homes, he hoped that some of the learning from COVID-19 would help develop capacity within Northern Trust Care Homes.



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Mr McGivern noted the number of developments in Causeway Hospital and advised the importance of sharing these positive good news stories about Causeway in order to reassure any public concerns.

Strategic ICT Group/Encompass Group

In Mr Martin's absence Mr McCall invited Ms Williamson and Mrs Renfrew to share the Strategic ICT Group/Encompass Group report. Mrs Williamson began by discussing the Encompass update and cyber security. Mrs Williamson advised the Committee, work is progressing in all areas of the Encompass programme however, there are a number of outstanding critical issues regionally in relation to contracting and interfacing which risks a reduction in scope, also staffing, leading to a current programme RAG rating of red. Mrs Renfrew provided an update on the growth of EUC devices and supporting new ways of working, she advised these new ways of working have been driven by needs such as increased home or remote working which continues to put pressure on ICT Department.

Mr McCall thanked Ms Williamson and Mrs Renfrew for their updates.

People Learning & Development Group

Mrs Reid advised that following the last Committee meeting the Trusts People and Culture Plan has been launched and presented to Trust Board.

Mr Reid highlighted that the preparations for Chair's Team North Awards 2023 are underway with a total of 99 submissions received. The shortlisting and judging process will take place between July-August 2023 with the awards ceremony taking place on Friday 29th September as part of a joint event to host both the Team North Leadership Conference and Chair's Team North Awards.

Mrs Reid advised that a new Appraisal & Wellbeing Appraisal was launched in early April 2023; the revised approach is structured around the Trusts shared values and the importance of health and wellbeing.

Mrs Reid provided an update on the Learning and Development Framework and discussed the significance of Statutory and Mandatory Training. Mrs Reid advised that the PLDG commenced work to review the current statutory and mandatory training matrix; consider how to better define what training staff are being asked to do and to quantify this to inform considerations in terms of time and cost. Mrs Reid continued to advise a mandatory and professional training audit took place in March 2023 with an overall limited assurance outcome. Mrs Reid informed the Committee of the steps put in place to meet the recommendations.



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Mrs Reid concluded her report by reflecting on the recent shared recognition event; Leadership Pathways and CONNECT Medical Leadership Programme (Cohort 4). The event was held on 4th July 2023 with approximately 50 learners in attendance along with Chief Executive and members of SMT. Mrs Reid advised a total of 89 Trust participants completed formal leadership programmes in 22/23, including regional and Trust offerings and that an evaluation exercise will take place to measure impact of learning across the various programmes in helping to build leadership capability.

Mr McCall thanked Mrs Reid for her detailed report and noted his delight to be involved in the Chair's Team North Awards 2023 shortlisting process. Mr McGivern praised the Appraisal & Wellbeing Appraisal and acknowledged the importance of the appraisal tool. Mr McGivern commended the success of the shared recognition event for the leadership programmes pathways, Mrs Reid advised the Committee they are scoping courses to add to the Leadership programme.

Strategic Capital Development

Mr McCall welcomed Mrs Renfrew to provide her update. Mrs Renfrew discussed the Additional Inpatient Beds at Antrim Hospital, she advised the commissioning of the second ward, A7 has slipped. The handover date for Ash House has also slipped to 10th August and the handover for Sycamore House remains as 18th August 2023. Mrs Renfrew noted the car parking pressures on Antrim Hospital site, she advised this pressure is being managed through the promotion of home homeworking and the creation of another 52 temporary spaces which are expected to be in place by end of September 2023. The funding to extend the car of 270 car parking spaces was approved on 14th July and is scheduled to be complete in March 2024.

Mrs Renfrew provided an update on the Mental Health Inpatient Hospital, on 2nd June 2023 the Trust received an initial set of queries on the Addendum and are working to address these queries. Approval of the addendum is required to secure funding for RIBA Stage 4 onwards which is projected to commence in October 2023. The enabling works to support the project are progressing; these include the removal of 5 old storage outbuildings, provision of additional temporary car parking and the creation of a new entrance /access road. Mrs Renfrew advised the Committee the mock up rooms will be replaced with 2 new ensuite mock up bedrooms, one designed for Acute patients and one Dementia. Mrs welcomed the Committee to view the rooms.

Mrs Renfrew briefly discussed the Health and Care Hub in Cookstown, she advised that uncertainty remains if the current proposal will meet the requirements for NIO investment. Mrs



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Renfrew advised the DoH are leading on negotiations and that ownership is yet to be confirmed.

Mr McCall noted is was very impressed with the mock up rooms for the Mental Health Inpatient Hospital and hoped that the next Committee meeting could be held on site to allow members to view the rooms.

6. Work plan for future meetings

Mr McCall suggested a number of areas to consider at future meetings:

- Mental Health Workforce Review
- Mental Health Inpatient Unit

7. Any Other Business

8. Date and Time of Next Meetings

- Tuesday 3rd October at 2pm, The Boardroom, Holywell

All