

Strategic Change and Improvement Capability Committee

Tuesday 3rd October 2023, 2pm

Hybrid Meeting, Boardroom Holywell Hospital/MS Teams

Notes

	ACTION
Present Jim McCall, Non-Executive Director (Chair) Gerard McGivern, Non-Executive Director Neil Martin, Director of Strategic Planning, Performance and ICT Gillian Traub, Director of Operations Sarah Williamson, Assistant Director of Performance Services Alison Renfrew, Assistant Director of Capital Development Dr Ryan O'Neill, Divisional Medical Director MHLDCW Richard Bakasa, Assistant Director Acute & Inpatient Mental Health Jaclyn Crowe, Assistant Director of Workforce Governance, Analytics & Organisational Development Anne O'Reilly, Chair Colette Carey, Office Manager	
1. Apologies Apologies were noted from Owen Harkin, Deputy CE/ Director of Finance, Jacqui Reid Director of HR, Corporate Communications/Head of Office and Dr Petra Corr, Director of MH, LD & CWB.	
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 McCall reminded attendees that should any conflict arise to make it known throughout the meeting.	
4. Presentation: Mental Health deep dive (MH Workforce Review & the MH Inpatient Unit) The Committee welcomed Dr O'Neill and Mr Bakasa, Mr Bakasa provided an update on the Mental Health Inpatient Hospital; currently at Stage 3 of the RIBA (Royal Institute of British Architects) – Spatial Coordination Design is ongoing. The process has been slower than anticipated due to the level of detail and complexity in designing a bespoke hospital of this scale. The original mock up bedroom constructed in	



the Recreation Hall, Holywell is to be replaced with 2 new en-suite mock up bedrooms, one designed for Acute patients and one Dementia. They are due to be completed in mid-November at which time there will be an opportunity staff to view and feedback comments.

Mr McCall enquired about the staffing issues, Dr O'Neill advised 2 medical reviews were completed and the recommendation reflected on the importance of retention and staff development. Mr Bakasa advised they have implemented a rotation programme which enables staff to experience different departments within the division over a 24 month period, similar pilot in the Southern Trust, it is hoped this will retain staff. Dr O'Neill noted retention is a regional issue and advised some areas of the Trust are more difficult to recruit to. A number of recruitment campaigns/promotional videos have been completed.

Miss Traub enquired about the bed numbers in the new Mental Health Inpatient Hospital; Mrs Renfrew advised the day room has been designed to accommodate two extra beds and acknowledged the model/needs of the design has changed since the beginning of the process.

Mr Martin noted the mock-up bedrooms are due to be completed by the end of November and there will be opportunity for the Committee to view them.

5. Feedback Reports from:

People Learning & Development Group

Mrs Crowe provided an update to the Committee on behalf of Mrs Reid. Mrs Crowe advised the Committee the People Learning and Development Group (PLDG) has been re-established as the People and Culture Steering Group, this is in line with the Trusts People and Culture Plan. Mrs Crowe shared the progress of the programme of work for 2023/24 highlighting the success of the recent Team North Leadership Conference & Chairs Awards event. Mr McCall took the opportunity to record his thanks and note congratulations to the team for a fantastic event. Mrs O'Reilly noted it was a brilliant day and thanks to the OD/HR and Corporate Communications Dept. Mr McGivern remarked on the success of the day. Mrs Crowe thanked them for their comments and advised a feedback and evaluation exercise would be completed.

Mrs Crowe provided updates in the following areas:

- The appraisal completion rate as at 31 August 2023 are 63% against a Trust target of 70% (+4% 31st August 22).



- A new Management Matters Programme pilot is launching in October 2023 designed to support people managers at all levels in the Trust. This programme is grounded in the fundamentals of managing well in TeamNorth, focussing on three core areas - Managing Self, Managing Others, and Managing Others, and Managing Resources.
- Review of the statutory and mandatory training matrix and associated training requirements, through the establishment of a Task and Finish Group. The work undertaken by the group will support the implementation of recommendations arising from the Mandatory and Professional Training Audit Report (April 2023). This will provide the basis for building a Learning and Development Framework, the purpose of which is to ensure all staff have the skills and knowledge they need to carry out their roles safely and effectively.
- Funding allocation of £38k has been received for the Support Workers Fund currently considering how to maximise use of funding awarded. Options include splitting the funding allocation to provide monies to deliver a revised Support Worker Training Plan and delivery of a pilot cohort of a level 3 healthcare award for Band 3 Health Care Assistants, in line with mandated progression requirements from DoH.

Mr McCall thanked Mrs Crowe for her detailed report and looked forward to the development of Management and Leadership Programmes.

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

Following a recent delay, the Ambulatory pathway is due to commence in October 2023. Work is progressing well within the service to achieve maximum utilisation of theatres and improvements are already being noted. These metrics are being reported under Delivering Value, looking at capacity to offer more day cases.

Strengthening Causeway Hospital

A new Respiratory Consultant has been appointed. A small workshop has taken place to gather together all the potential service developments for Causeway. A Causeway Steering Group will be established to develop this work.



Maternity and Paediatrics

Acute Paediatrics

Work on data gathering and analysis, as well as stakeholder analysis has begun. This information will be used to start to develop a range of potential options for the service by March 2024.

Maternity Services

Reconfiguration of maternity services was successfully completed by 17th July, with all Northern Trust Hospital births now taking place at Antrim Area Hospital. An initial two month evaluation report is near in completion and another more detailed evaluation will be completed after 6 months. There has been some very positive feedback coming through Care Opinion and further engagement with patients and parents is planned as part of the two month review process.

Integrated Care and Community

Following a reconfiguration, the workstreams are organised as follows:

- **Intermediate Care Pathways**

The Community Bed Model is due to be presented at ROV ICC Project board in September. The paper will then be costed by the finance department. Community Hospitals have been moved into one area, along with Community Discharge, centralising flow and discharge for assessment and rehab pathways, resulting in efficiencies.

- **Care Homes**

Work on the Permanent Placement Team model is still in development, with resources being scoped, options for skills mix and benchmarking against other Trusts being included.

- **Domiciliary Care**

A targeted recruitment exercise is underway and a performance management framework is now in place for rota utilisation which shows solid improvement against the baseline reported in Feb 2023 in increasing productivity on HomeCare rotas through better identifying vacant slots, travel time etc. (This rota maximisation work sits under Delivering Value).

Unscheduled Care

Cancer

Three Clinicians have been shortlisted through the recent recruitment drive. The Cancer Strategic Board meetings are being re-instated, with a meeting scheduled to take place on 13th October 2023.

Urgent Care

Five of the six No More Silos Business Cases submitted have been approved. Work with Primary Care partnerships is continuing. The other workstreams previously under the Unscheduled Care



programme are now to be progressed and reported on through Winter Planning.

Mental Health

Mental Health Deep Dive presented under agenda item 4. Mrs Williamson briefly discussed the ongoing work within Learning Disability Short Breaks, to address occupancy issues ensuring the Trust is getting the best value out of the beds available, while ensuring service user experience is to a high standard and aiming to improve staff morale.

Children & Young People

Following the Prof Ray Jones report, some significant restructuring of the service has taken place. The five areas which will now be reported to STIQI are;

- Early Help Family Support
- Managing Demand – primarily within Social Work areas
- Social Care Workforce
- Placement Support for LAC
- Children with Disabilities

Delivering Value: A project to look at capital investment in Trust owned properties, along with collaboration with YMCA is underway to try to address the lack of suitable leasing options for unaccompanied 16-18 year olds.

Mrs Williamson highlighted some developments in QI:

- The SQN Cohort 6 commenced on 12th September, with a theme of Delivering Value through Quality Improvement. There are a total of 48 projects, with 78 staff participating.
- A QI Capacity piece of work has been carried out across the organisation. There has been a great response to the surveys, with huge enthusiasm for QI coming through.
- In light of the responses a QI network concept has been designed and discussed with Divisional senior teams.
- This Trust-wide QI Network and implementation of QI infrastructure will now be launched across divisions on a phased basis

Mr McCall thanked Mrs Williamson for her report. Mr McGivern noted the importance of the Causeway Strategic Group to promote the positive developments happening in Causeway Hospital. Mr Martin advised the need to work closely with the Corporate Communications team. Mrs O'Reilly reflected on a recent visit to Causeway Hospital and advised that staff would like to be involved in the vision for Causeway.

Mrs O'Reilly touched on the QI Strategy and noted Trust Board members may like to be more involved in the strategy and quality involvement projects.



Strategic Capital Development

Mr McCall welcomed Mrs Renfrew to provide her update. Mrs Renfrew gave a brief recap on the developments of the Additional Inpatient Beds at Antrim Hospital, Ash House and Sycamore Houses were handed over to the Trust on 12th September 2023. Whilst there have been delays in handover of the second ward, the project has been delivered within exceptional time frames. From business case approval to commissioning of a scheme of this size would be 18-24 months however from business case approval to the first ward opening was 8 months. This project won the Team Award at the recent Chair's Awards.

Car parking

All the temporary car parking has been delivered, the development of the permanent car park continues, the funding was approved on 14th July 2023 to extend the car park of 270 car park spaces, which is scheduled to complete in March 2024.

Mental Health Inpatient Hospital

The submission of planning is programmed for late autumn 2023 with a public consultation event organised on the Holywell site for 26th October. On 2nd June 2023 the Trust received an initial set of queries on the Addendum. This is being processed, approval of the addendum is required to secure funding for RIBA Stage 4 onwards, projected to commence in early 2024. The original mock up bedroom constructed in the Recreation Hall, Holywell is to be replaced with 2 new en-suite mock up bedrooms, one designed for Acute patients and one Dementia. They will be fully fitted out with sanitary ware, windows, doors, furniture and equipment and will have wall and floor finishes to reflect current choices. They are due to be completed in mid-November 2023.

Interim Midwifery Led Unit at AAH

The DoH approval was subject to a number of conditions, one of these being provision of an Interim 3 bedded Midwife Led Unit by end of June 2025.

The business case for the Interim Midwifery Led Unit at AAH is planned to be presented to SMT for approval on 3rd October 2023. In order to achieve the June 2025 timeline, approval in principle to proceed with the appointment of the Design Team and initial project design was sought from Trust Board in August. This is subject to SMT / ExT approval of the business case with it then coming to October's Trust Board for approval. The project is to be funded by DoH which the Trust understands is included in the imminent revised 10 year capital plan. The project will also require additional revenue funding and in this respect the Trust will liaise with SPPG.

Mrs Renfrew advised the 10 year capital plan was submitted to the DoH in January 2023. The DoH is now updating the capital costs



after having rescored the schemes across all Trusts. The draft should be available in late October.

Mr McCall thanked Mrs Renfrew for the accurately in the report and congratulated her and her team for their success at the Chairs Awards. Mr McCall noted the positive work to develop a Midwifery Led Unit at AAH. Mr McGivern enquired about the funding for the project and any revenue implications associated. Mrs Renfrew advised the project is to be funded by DoH which the Trust understands is included in the imminent revised 10 year capital plan.

Strategic ICT Group/Encompass Group

Mr Martin welcomed Lorraine Gordon, Trust encompass Lead, to give an introduction to the encompass Programme. Mrs Gordon provided a detailed presentation on encompass i.e. the governance around it, the implementation timeline, configuration, design and testing phases. Mrs Gordon discussed the importance of the Training Strategy; will commence 12-weeks pre go-live for Super Users & 8-weeks in advance for all other users. The Super Users will be required to train internal Trust staff.

Mr McCall thanked Mrs Gordon for her presentation, noting it was very informative. Copy of presentation available on the shared drive.

6. Work plan for future meetings

Mr McCall suggested Community RoV Integrated Care are invited to the next meeting.

C Carey

7. Any Other Business

The committee suggested the next meeting date be rescheduled to early February 2024.

C Carey

8. Date and Time of Next Meetings

- Tuesday 6th February 2024 at 2pm, Ewart Room, Holywell

All