

Strategic Change and Improvement Capability Committee**Monday 10th October 2022, 9am****Hybrid Meeting, Boardroom Trust HQ/ 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
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
Sinead Lavery, Office Manager

1. Apologies

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

2. Minutes of the Meeting held 8th August 22

The minutes of the 8th August 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:**• People and culture plan**

Mrs Reid thank the Committee for the opportunity to update
them on the People and Cultural Plan. Mrs Reid began by
highlighting the areas of learning, listening and themes that
have come out of a number of the recent surveys, IIP, Staff
Survey, Cultural Assessment Survey and others.

Mrs Reid discussed the engagement workshops and
leadership conference including the staff's hopes for Team



North. Mrs Reid discussed the diagram of the Trusts values and objectives; she noted that this was co-produced by staff.

The People and Cultural plan has three core themes, nurturing our People, Enabling our Talent and Building our Teams. These themes provide the foundations for our People Compass, which informs the draft People and Culture Plan. PLDG's programme of work for 2022-23 focuses on five elements of the Compass:

- Team North Culture
- Recognition and Retention
- Leadership, Management & Professional Development
- Communication and Engagement
- Resourcing

Mr McCall thanked Mrs Reid for the presentation. Mr McGivern commented that this only highlights how much work we put into our people and shows great engagement with our staff.

Mr McGivern and Mr Graham enquired about the mood with staff currently, everyone is acutely aware of the

5. Feedback Reports from:

People Learning & Development Group

The Committee noted the fuller report from the PLD Group. Mrs Reid highlighted number of areas including appraisal and wellbeing in which the next steps will include:

- an update to current appraisal paperwork, training and supporting resources
- a test/pilot of the revised resources and approach
- the introduction of incremental monthly targets to continue to drive up appraisal completion rates

Team NORTH Open, Just & Learning Culture

Mrs Reid advised that a video had been developed in partnership with HR and Trade Union colleagues to further share the Trust's commitment to an open, just and learning culture.

Mrs Reid noted Training is a hugely important part of working for the Trust; it ensures that staff have the skills and knowledge they need to carry out their roles safely and effectively. However over the past number of months there have been several additions to the current training matrix. Given the demands on staff we are embarking on:

- a review of the current statutory and mandatory training matrix including the core training listed as mandatory for all staff, role specific and professional requirements;



- Define what training staff are being asked to do (corporate, role specific and profession dependent);
- Quantify this to inform considerations around the feasibility of this in terms of time and cost.

Service Transformation & IQI Group

Mrs Williamson presented the report to the group, noting a number of highlights.

General Surgery

Plans to commence the Ambulatory service in Causeway in Mid-November are progressing.

A meeting is to take place on 28th September with the Department of Health, for review of the recommendations from the General Surgery review. Kevin holding firm that these recommendations cannot be fulfilled immediately.

Planning for the PACU beds is to commence with SPPG, with the aim of having three PACU beds in Antrim Area Hospital and two in Causeway Hospital.

Strengthening Causeway Hospital

A strengthening Causeway work stream continues to be explored, and the vision for Causeway Hospital will take into account any changes within Surgery and Obstetric services. A paper for a future vision for Causeway Hospital is under development, however more clarity on the other work streams within Acute Services will be required before this can be progressed further.

Maternity and Paediatrics

Acute Paediatrics – As there has been such a large focus on Maternity Services recently, work on Paediatric services is to restart. The new Divisional Medical Director is to be appointed imminently, which will be helpful in driving this work.

Maternity Services – A workforce planning model paper, a theatre model paper and an Anaesthetics model paper have been drafted, and pre-engagement consultation with trade unions and staff has begun. Ministerial approval is required before plans can be progressed further.

Integrated Care and Community

Following a reconfiguration, there are now two main work streams-

- Intermediate Care Pathways

The bed modelling paper was brought to the Medical Executive Team in August and has since taken to SMT. Significant engagement with staff has taken place in advance of bringing the paper to Trust Board on 24th October. Intermediate Care plans have been presented to Trade unions.



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Work on Discharge Pathways in continuing in partnership with Acute Services, with a focus on how we function and work to achieve the best results, working together to streamline processes.

Care Homes

A care home group is being established, with membership agreed and ToR being worked through. Four work streams have been agreed within this, each with a Chair and Lead, tasked with establishing a programme of work.

Cancer

Alignment for advanced triage and DTT pathway have been agreed. Macmillan have agreed to fund a MacMillan Information Centre on the Antrim Area site and planning for this is underway. The Northern Trust will be represented on a new steering group for TYA. Funding has been secured for some key roles within cancer services, which should facilitate significant progression within various elements of Cancer services.

Unscheduled Care

There are a range of strategic workstreams regionally, some of which are new, which would be best co-ordinated through one mechanism in NHSCT. These include the Review of Urgent and Emergency Care, the GIRFT Review of Emergency Care, the Unscheduled Care Management Unit, the Review of GP OOHs.

Mental Health

Three key areas of focus; Community Mental Health Services, Acute Mental Health Services and Learning Disability Services – aiming to align regional strategy with the Mental Health Services plan for 2021-2031.

Mental Health Strategy aims to establish a new inpatient model prior to the completion of the new inpatient facility.

Within Learning Disability there is a focus on the development of community infrastructure and community services, moving away from inpatient care. There is an integrated approach, with a Learning Disability Ward contained within the new mental health inpatient model.

Work continues within Connect North, addressing of the population health issues through innovation and partnership working

Children & Young People

Following Children's Project Steering Group, 4 regional priorities were agreed – Children's Mental Health and Emotional Wellbeing, Children with Disabilities Early Intervention, School Disruption and Food and Fuel Poverty.

Integrated EH&WB Framework model in place, delivering locally. Work streams, chairs and sub groups agreed, TOR under development.



Placement Support Services for LAC – the MOC around fostering is still in progress.

Business case approved for 3 additional beds and funding identified. The focus of work has been impacted significantly by the feedback from Prof Ray Jones' recent visit – priority has had to be given to addressing the remedial actions identified in order to provide safe care.

There was a workshop on 17 May, to discuss children waiting for services and an action plan is underway.

Strategic Capital Development

Mrs Renfrew presented the feedback report which the Committee notes. Mrs Renfrew noted a number of concerns to the Committee as below.

Mrs Renfrew advised that there is extremely limited time for enabling and design and the additional inpatient scheme will have commence prior to planning permission and without the normal gateway reviews also that the delay in completion of RIBA Stage 2 MHIS is likely to have had an impact on the overall programme, which is in development.

Mrs Renfrew advised that Capital funding is only approved up to and including RIBA Stage 3 for MHIS and that the significant increase in construction costs may result in the overall project being unaffordable with approval for further funding for RIBA Stage 4 and beyond delayed.

Mrs Renfrew noted the consultation for the future of Maternity and Paediatric services was yet to be approved to proceed by the Minister however the SOC required the future service model to be stated. The options within this business case are aligned to the consultation options therefore to flag that this timeline for SOC submission will now likely proceed the consultation process.

Mrs Renfrew also noted that considerable rises in construction costs might have an impact on the number and timing of capital schemes approved across the region and that as there still has been no ministerial approval for the 10-year plan and there is only a single year capital budget for 2022/23.

Strategic ICT Group/ Encompass Group

Mr Martin presented the feedback report noting a number of the project underway with the teams. He provided a short update following the teams visit to Wisconsin, this allowed the team to see how successful Encompass could be however they have now also seen the very big task and how complex this roll out will be.

Mr Martin noted a number of areas he wished to highlight to the Committee.

Encompass:

Mr Martin advised that work was progressing in all areas of the Programmes however, there are an increasing number of critical issues in relation to funding, resourcing, third party procurements and dependent programmes and technical infrastructure leading to a current Programme RAG rating of Red

Although encompass professional leads have been identified, the release of Trust encompass Medical Leads is proving problematic due to service pressures and the allocation of 0.4WTE to the Chief Nursing & Midwifery Information Officer role is insufficient for this relatively large group of professional staff.

Cyber Security:

As Cyber incidents arise either directly or through third party organisations, resources are directed away from planned activities, it is hoped that this will be addressed with a Regional Strategic Business Case to focus on priority areas. Software compatibility support for newer Operating Systems has caused delays to some migration tasks. The utilisation of in year capital funding from DHCNI for Cyber resources as opposed to the recurring resources needed to build a sustainable team present risks. A regional strategic business case is being developed which would hopefully strengthen this position by putting in place recurrent business case cover and funding, however the scale of this regional business case does contribute to lengthy approval timeline.

An updated Cyber Assessment Framework (CAF) has been developed to check compliance against the Network Information Systems (NIS) Directive requirements. It is anticipated that once an assessment is completed against the new CAF that this will highlight a large number of improvement tasks to be undertaken across the entire organisation. This is a common position across all HSC Trusts and a Regional NIS Working Group has been setup to work through the process.

The prevalence of targeted malign Cyber activity remains high and presents an ongoing risk. To further, mitigate this risk there is a focus within the Technology Enablement Programme to extend Multi Factor Authentication (MFA) across Trusts users.

Informatics and ICT Projects

Mrs Martin noted the shortage of skilled resources to deliver projects. This risk is exacerbated by the amount of regional career opportunities offered by such programmes as encompass and other



large regional initiatives. ISPO are unable to recruit Project Manager posts internally and via agency

Additionally, uncertainty about job roles within the HSCD organisation is already having an impact on existing staff who are concerned about where their role and career will fit in the new organisation, or indeed what their role will be and how it may change if they remain as a Northern Trust employee.

The supplier of the Trust e-rostering solution has indicated that they will discontinue support for the product and 'sunset' it as of 30 September 2023. A project will be established during 2022/23 to determine a migration strategy and to replace the current solution with an alternative product. DHCNI are fully engaged and aware of the urgency of identification for a migration path.

Supporting New Ways of Working Across the Service

The COVID pandemic has massively accelerated a longer term trend with Trust ICT users needing the technology to support new ways of working. These new ways of working have been driven by needs such as increased home working in response to government guidance, social distancing in the workplace, support for shielding, support for self-isolation, virtual visiting, virtual consultations etc. which have increased across all services. This has led to a large increase in demand on our operational ICT resources and this continues to present a risk to service delivery. Additional resource has been recruited to the ICT Service Desk to reduce the risk in this area and improve service delivery however, the growth in demand continues.

Mr Martin noted that the Microsoft 365 toolset was currently being rolled out across the organisation as part of the Technology Enablement Programme has great potential to support the service in utilising new ways of working. However supporting the Trust to use these tools effectively will require dedicated resource and there is a need for the intended regional Digital Workplace Programme to deliver funding and business case cover for this.

6. Work plan for future meetings

Work plan to be reviewed but Mr McCall would like to review the strategic plan.

7. Any Other Business

There were no additional items discussed.

8. Date and Time of Next Meetings

- 16th January 2023, 9am



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