

Minutes of the Strategy and Transformation Committee Meeting held on Monday, 12th March 2025 at 9.30 a.m. in the Boardroom, Trust HQ, Craigavon

PRESENT:

Ms E Mullan, Chair of Trust Board (Chair)
Mrs L Ensor, Non-Executive Director
Mr J Johnston, Non-Executive Director
Dr S Austin, Medical Director

IN ATTENDANCE:

Mrs M O'Hagan, Programme Director for Transformation and Improvement
Mrs V Toal, Director of Human Resources and Organisational Development
Ms E Wilson, Director of Planning, Performance and Informatics
Mrs S Hanna, Interim Encompass Programme Director (item 6)
Mrs S Rowe, Assistant Director of Finance
Ms J McKeown, Assistant Director of IPC
Mr S Wallace, Head of Office, Chair and Chief Executive Office
Mrs R Vennard, Committee Secretary (Minutes)

APOLOGIES:

Mr C McCafferty, Acting Chief Executive
Mrs D Ferguson, Interim Executive Director of Nursing, Midwifery and Allied Health Professionals, IPC and Functional Support Services
Ms C Teggart, Director of Finance, Procurement & Estates

1. WELCOME AND APOLOGIES

The Chair welcomed everyone to the Strategy and Transformation Committee and noted the apologies.

2. DECLARATION OF INTERESTS

The Chair asked members to declare any potential conflict of interests in relation to items on the agenda. There were none noted.

3. MINUTES OF PREVIOUS MEETING 13th January 2025

The minutes of the meeting held on 13th January 2025, were taken as read and agreed as an accurate record of the meeting.

4. MATTERS ARISING FROM PREVIOUS MEETING

Members noted the progress updates. Ms Mullan highlighted that the People Champion role remains under discussion.

ACTION- The Chair and Mrs Toal to further discuss the People Champion role

5. Draft SHSCT Vision and Strategy 2030

The Chair welcomed Ms Wilson and thanked her and the team for all the work on the development of the document. Ms Wilson gave an overview and outlined the journey undertaken to date which evidences the Trust's on-going commitment to partnership and co-production.

Ms Wilson stated that the document sets out five key Strategic Themes for delivery as follows:

- Collaborative Working together
- Growing as a Learning Organisation
- Relentless focus on Safety, Quality, and Experience
- Community-First
- Delivering a Whole-Life Approach

Ms Wilson explained that the version in members' papers is the final draft which will be finalised for the Trust Board Meeting in April 2025.

She drew members' attention to the draft communications plan to accompany the Vision & Strategy 2030 and advised that following Trust Board approval, there will be a soft launch in April 2025 followed by a larger number of events in June 2025. The need for a dedicated strategy development team to drive this forward and put implementation plans in place for delivery was acknowledged.

Ms Wilson summarised the areas of changes in the document and welcomed members' feedback.

Mr Johnston commended the draft as an excellent document and asked by way of contextual background whether the challenges of the prevailing environment needed to be included. Discussion ensued in which it was agreed that additional wording would be included to contextualise the current environment. Mr Johnston then referenced the Programme for Government 2024-2027 to which Ms Wilson advised that she would include reference to the fact that the Vision & Strategy aligns itself to this document.

Discussion ensued in relation to the Minister being briefed on the Vision and Strategy 2030.

Action – The Chair and the Interim Chief Executive to share the document with the Permanent Secretary

In response to a question from Ms Ensor, Ms Wilson confirmed there had been engagement with a wide range of staff, including those in Daisy Hill Hospital.

In concluding the discussion, the Chair commended the document as forward looking and ambitious. She requested a communications stakeholder map.

ACTION – Ms E Wilson

6. Encompass update

The Chair welcomed Ms S Hanna to the meeting to give an update on Encompass.

Ms S Hanna advised that overall, the Trust was in a strong position of readiness for encompass go live on 8th May 2025 which was in 60 days. The biggest area of risk is staff training and at this stage, 83% of staff are enrolled for training. The Epic recommendation is 100% at this stage. Ms Hanna stated that due to sickness and maternity leave, the Trust is unlikely to achieve more than 90% staff trained, therefore, 90% is our target before we will assess ourselves as green in this area. She advised that the Trust should expect to have challenges with reporting for a period after go-live, based on other Trusts' experiences. This is acknowledged by Department of Health and SPPG colleagues. Data migration starts on 24th March 2025 and there are a few areas where Directorates are concerned about having the staffing capacity to undertake manual data migration activities. This has contributed to an amber rating for some Directorates and divisions. Ms Hanna advised that the Trust continues to be challenged by IT implementations, the new/upgraded Laboratory and Radiology Regional Systems are being implemented simultaneous to our encompass go-live and require integration. This is presenting some risks and challenges in terms of resources and timescales.

Ms Hanna advised that an overview of the Command Centre Structure was agreed by SLT the previous day. The budget position is strong with a marginal underspend of £20,000.

Mr Johnston asked regarding training and the potential implications of not meeting the 90% target to which Mrs Toal noted that excluding the staff on sick leave, maternity etc, the aim is 90%, however, in effect, it is 100% of staff who are in work. Mrs Toal noted the huge effort in getting staff trained.

Mrs Ensor asked if there were concerns regarding the expected support from other Trusts to which Ms Hanna responded by advising that she was confident the Trust would get the support it needed.

The Chair welcomed the positive update and commended the excellent work ongoing to achieve implementation. She asked Ms Hanna to pass on the Committee's appreciation to the rest of the team.

7. THE RISE Programme update

Mrs O'Hagan advised that in relation to the Reform & Improvement branch of RISE, the specific projects included are as follows:

- Timely Care Programme
- Maternity Reform and Future Service Planning (including reform of the Audit of Invasive Cervical Cancer and disclosure of findings process)
- Laboratory Reform (including mortuary)
- Medical Bank & Agency Workforce Reform

Ms O'Hagan gave an overview on each of these areas.

The Chair asked about the regional medical bank and agency contract and the timeline. Mrs Toal confirmed that the tender has been issued with implementation planned for June/July. The Chair also asked about Obstetrics & Gynaecology reform and future planning and highlighted the importance of communication and engagement in line with the Trust's Vision and Strategy 2030 document. Ms O'Hagan agreed to relook at the wording to ensure it reflects that the focus of the project and its outcomes are in the pursuit of ensuring the Trust continues to provide current and future maternity and gynae services that are safe, of high quality and sustainable.

ACTION Ms M O'Hagan to re-visit wording within the document.

Mr J Johnston asked about the Timely Care steering group as regards ED pressures and feedback from ED Consultants. Dr Austin stated that the ED Team express high anxiety around blockages in the ED of beds in corridors, etc. Dr Austin offered Mr Johnston the opportunity to visit ED. Ms Wilson stated a major issue is demography and the challenges within our population. The Chair stated that she visits ED regularly and stated that it would be helpful over a few months for a programme activity to be put in place.

ACTION Ms E Mullan and Dr Austin to discuss further

8. People and Culture Steering Group

Mrs Toal took members through the detail of the papers provided. She stated that the People and Culture Steering Group is part of the second line of assurance within the Integrated Governance and Assurance Framework. Its purpose is to provide support to the Trust Strategy & Transformation Committee by obtaining assurance that:

- the Trust has plans with ambitious but realistic goals and targets relating to workforce, education, organisational development and culture, so as to enable the Trust to meet its Strategic Objectives.
- the plans to achieve those goals and targets are being implemented.
- our people are reporting that our plans are making a difference to their working lives.

The group oversees and supports the implementation of the Trust's People Framework 2022-2025 to enable the Trust to achieve its ambition of being a great place to work.

Mrs Toal explained that it has been agreed at the People and Culture Steering Group, and endorsed at SLT, that the three people priorities as outlined in the Trust's People Framework - wellbeing, belonging and growing - are still extremely relevant for the Trust, and therefore these should continue to be areas of strategic focus during the life span of the new Vision and Strategy 2030. The People Framework is now being reviewed to bring it into line with the Strategy and it is planned to include a link to the People Framework in the Strategy document.

Mrs Toal advised that the '*Insights*' programme was available to all managers over a period of 5 months (between June and November 2024). This provided them with an overview of the key messages to support and enable them to navigate change and ultimately effectively support their people through change. This programme aimed to provide key *insights* into what is expected of managers and how key elements of their practice impact upon the Trust's overall organisational performance.

Mrs Toal stated that the Disability Advocate role was embedding well. Dr Corrigan received 363 responses to her survey to staff, with respondents putting forward ideas and issues which require a focus for us to work on to improve the working lives of our staff living and working with a disability. Mrs Toal welcomed a further opportunity for Dr Corrigan to attend Trust Board at a later date to provide a progress update on her work. A new staff network has been formed and the first meeting will take place on Thursday 13th March 2025, with Dr Corrigan as Chair.

The Chair thanked Mrs V Toal for her report and a discussion on the staff pulse survey results ensued in which the Chair asked what areas would be realistic to progress between June and October 2025.

ACTION Mrs V Toal to consider and liaise with the Chair

9. Terms of Reference

Members discussed and approved the Terms of Reference.

10. Work Programme 2025

Members discussed and approved the work programme for 2025.

11. Any other business

None noted.

The meeting concluded at 11.30 a.m.

SIGNED: _____ **DATED:** _____