



*Quality Care - for you, with you*

# Daisy Hill Hospital Emergency Department Pathfinder Project

Trust Board  
27<sup>th</sup> June 2017

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## **1.0 Introduction & Background**

The Trust remains fully committed to delivering safe, sustainable 24/7 emergency services at Daisy Hill Hospital (DHH) for the foreseeable future.

At a recent regional summit, convened by the Department of Health (DOH) on Tuesday 2<sup>nd</sup> May 2017, the Southern Trust secured system-wide support to develop a viable plan to address immediate pressures and look to stabilise the provision of emergency services at Daisy Hill Hospital.

The DOH has now finalised a Project Initiation Document (PID) to progress a DHH Emergency Department (ED) Pathfinder Project. This document (attached in Appendix 1) describes the scope of work, sets out the project objectives and details the timescales for the completion of the project. This will provide the Trust with an opportunity to bring together the collective expertise of health professionals from across Northern Ireland alongside the involvement of the local community in Newry & Mourne to develop proposals for the delivery of safe and sustainable emergency care services in the future.

The purpose of this paper is to seek approval from Trust Board on the Project Initiation Document and the Trust's proposed approach to project delivery.

## **2.0 Proposed Approach for Involvement of the Local Community**

The Trust wants to take on board the voice of service users and carers through co-production and co-design in planning for future emergency care services to meet the needs of the people of the Newry & Mourne area.

The Trust would wish to seek nominees for the DHH Pathfinder Group (DHHPFG) and the various workstreams which will require to be established to deliver on the project objectives.

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It is proposed to facilitate a process to ensure full and inclusive community participation. This would provide an opportunity to explore views and preferences on the approach and process for engagement and agreement on nominees who would inform the project on the basis of both their personal experience and views of the groups they represent.

It would be expected that 2 nominees would be included in the DHHPFG and a further 2 nominees on any workstreams which will be established to deliver on the project objectives.

**Trust Board approval is sought to the proposed approach for involvement of the local Newry & Mourne community.**

### **3.0 Summary of Key Milestones identified within the PID**

The Trust has given a commitment to maintain ED services at DHH for the next 15 months and therefore, whilst recognising that this project will partially run over the Summer Holiday period, the Trust is keen to move forward on its plans to provide a more sustainable model for the longer-term.

The following key milestones have been identified on the basis of a 20 week programme of work commencing from 27<sup>th</sup> June 2017 (subject to Trust Board approval of the PID):

- Report and recommendations on Objective 1 (end of week 8) – 22<sup>nd</sup> August 2017
- Interim report and recommendations on all other Objectives (end of Week 16) – 17<sup>th</sup> October 2017
- Final report (end of Week 20) – 14<sup>th</sup> November 2017

### **4.0 Project Constraints**

The constraints on this project include:

- Timescales for completion of the 20 week programme of work.

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- Medical workforce resources within the Trust and related HSC and stakeholder organisations to take forward this project and support implementation of the resulting longer-term Acute and Emergency Services Plan for DHH.
  - Securing buy-in from all stakeholders, particularly the wider Newry & Mourne community.
  - Timescales to make significant progress in implementation of the Plan within 15-18 months.
  - Resources, both capital and revenue, to support implementation of the Plan.

## 5.0 Project Structure & Governance Arrangements

The Department of Health (DOH) **Transformation Implementation Group (TIG)** has overall oversight of the project. This group, chaired by Richard Pengelly, Permanent Secretary, provides the strategic leadership to oversee and make decisions on the design, development and implementation of the Minister of Health's '*Delivering Together*' Transformation Programme.



The **Emergency Care Regional Collaborative (ECRC)**, chaired by Dr Michael McBride, Chief Medical Officer for Northern Ireland as Senior Responsible Officer (SRO) will be the main decision making body for overseeing the project and reporting progress to the Transformation Implementation Group. It will endorse recommendations and share learning with the HSC.



The Trust's Interim Chief Executive is the Senior Responsible Officer for the DHHPFG and will work with the **Trust's Senior Management Team** to ensure that the project group adheres to the Trust's established principles, policies and working practices in delivering the project outcomes and timescales and will provide progress reports over the duration of the project and identify any issues which may need Trust Board consideration and/or approval.

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The **Trust Board** will be provided with timely, relevant and reliable information by the Trust's Interim Chief Executive and SMT. The End of Project Report will be endorsed by Trust Board following approval of the ECRC. Special Trust Board meetings will be convened if necessary by the Board Chair.



The **Daisy Hill Pathfinder Group (DHHPFG)** will be responsible for the direction and planning of the project and for overseeing the day to day/operational running of the Project. The corporate values and the priorities of the Trust will guide the work. Led and chaired by the Project Director, it will agree the workstreams; their membership and remit; set timescales to meet the requirements of the PID; and develop recommendations.

The DHHPFG will report through the Project Director to the Trust's Interim Chief Executive.

Project Director:

Due to the necessity to move this project forward in line with the agreed programme of work and the time commitment required over the 20 week period, the Trust has sought to appoint Dr Anne Marie Telford as Project Director who can bring wide clinical expertise in public health and an independent voice in the delivery of this project.

Membership

It would be proposed to widen the membership of the DHHPFG identified within the Project Initiation Document to ensure an inclusive process and in seeking nominees with a broad range knowledge, skills and experience that will be necessary to support the successful delivery of the work streams.

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## **6.0 Internal & External Communications**

As part of the mobilisation and establishment of the project, a stakeholder mapping exercise will be undertaken and communications approach and plan will be developed. There will be wide stakeholder engagement in order to pool expertise for the delivery of effective and sustainable outcomes.

Internally, all usual channels will be utilised ensuring that staff are briefed first at all times and face to face when possible. A dedicated section will be set up on the home page of the Trust's website where all updates and materials will be recorded. Other channels to be used will include social media; fortnightly staff newsletter; global e mails, desktop messaging etc.

Externally, key stakeholders will be regularly updated at project milestones via briefings, face to face meetings, news releases and interviews. As set out in Section 2.0, the project will involve engagement with the Newry and Mourne population.

## **7.0 Summary of Recommendations for Trust Board Approval**

Trust Board Members are asked to approve:

- The Project Initiation Document issued by the Department of Health to commence the project.
- Proposed process of engagement with the local Newry & Mourne community to bring forward nominations for the DHHPFG and workstreams necessary to deliver the project objectives.
- To seek nominees on the DHHPFG to ensure an inclusive process and a wide range of knowledge, skills and experience.