



**Executive Director of Nursing, Midwifery
and AHP's
Report to Trust Board
30th January 2020**

Nursing and Midwifery Education & Workforce

Nursing and Midwifery Workforce Action Plan (2019 – 2021)

This two year plan was developed through engagement with a wide range of staff and seeks to offer solutions in relation to some of the challenges facing our nursing and midwifery workforce. Our improvement journey has begun and key actions are being progressed within the three work streams:

- Recruitment
- Retention
- Utilisation of current workforce and data analysis

Recruitment - Key actions to date	
Engagement with local schools and colleges	SHSCT Career's Fair on 6 th November, 19 Newry Leisure Centre
	Pupil Placements have been reviewed. Education and Learning Department have significantly increased the number of work experience placements offered by Nursing and Midwifery across the Trust.
	Initial contact has been made with Southern Regional College to look at fostering working relationship between students and nursing careers within the Trust
Nursing Student Placements	Ongoing feedback from Placement 9 Nursing Students
International Recruitment	Increase in International Recruitment into SHSCT
Recruitment Plan	<p>We are progressing through our targeted recruitment schedule for 2019/20</p> <ul style="list-style-type: none"> • Daisy Hill – Band 5 and 6 • Domiciliary Care Recruitment • Mental Health and Learning Disability • Maternity Recruitment • Undergraduate recruitment event <p>Further recruitment taking place in Acute and OPPC in the New Year</p>
Recruitment Processes	Feedback on recruitment process from new Band 5 recruits has informed processes moving forward
	Development of an Interactive Recruitment Pack to improve communication with new recruits
	Open Registration process for Nurse Bank has commenced
	Delivery and monitoring of mandatory training for Bank and Agency Workers
	Team Leader Clinics with RSSC have been developed and shared with Nursing/Midwifery Managers



Career's Fair 6 November 2019 – Newry Leisure Centre

The Southern Trust and Newry Mourne and Down District Council teamed up to host the biggest ever health and social care careers event in the area. Around 1,000 young people from local post primary schools, the Southern Regional College and general public, dropped in to the event at Newry Leisure Centre to see the wide range of career opportunities available across the Trust.

There was a strong nursing and midwifery presence at the Career's fair, which was delivered in a fun and extremely interactive and professional manner, showcasing the breadth of nursing and midwifery roles and opportunities across the Trust. All those involved will agree that we have encouraged a healthy interest in nursing and midwifery as a career by the school pupils which was evident on the day.

Feedback from students, careers teachers and others was overwhelmingly positive. We will continue to build on the partnerships created as a result of this event to ensure we engage with schools/colleges in the SHSCT area to provide access to information and work experience placements in nursing/midwifery.

Feedback from pupils was extremely positive. A video showcasing the event can be viewed at: <https://www.youtube.com/watch?v=idH20nQ6d-M&feature=youtu.be>



Pupil Placements

A total of **163** pupils have attended a nursing or midwifery placement from April 2019 to December 2019. Providing high quality placements increases knowledge of nursing and midwifery practice and opportunities, allowing pupils to make better informed decisions about future career choices. In addition, results from our recruitment survey show that working close to home is a key factor in deciding preferred location to work once qualified.

“My mentor assigned ‘Kellie’ was super helpful and made my learning experience very enjoyable. She made me feel comfortable from the very beginning, keeping me right and taking me through everything that she was doing so I wasn’t clueless. I was able to ask her questions and she was more than happy to answer. The other staff on the wards were very supportive and gave me advice about nursing as a career.

Kellie even went out of her way to create a list of interview tips that would help me in my upcoming interview for nursing. She gave me lots of advice and tips that I believe will benefit me in the future. I would like to thank

Kellie and the others for being so support and interested in helping me during my 2 day experience.” (SRC student on 2 day Paediatric Nursing placement in CAH)

“I was able to get a better understanding of the role of a nurse and the work they do on a daily basis All the nurses and other staff were very helpful by showing me how to do things and informing me of the treatments where appropriate I interacted with patients and family I thoroughly enjoyed all of the placement, it allowed me to build a stronger interest in the nursing career and has encouraged me to apply for it.) (St Patrick’s High, Keady student on 2 day Paediatric Nursing placement in DHH)

“I got a good indication of what I might be doing as a midwife and on a daily basis as a career. My supervisor was helpful, she explained everything to me about what she does and why it is important. I got to see the first scan of a mother and it was a wonderful experience and I learnt about the first stages of life for the babies and the medication and care needed in their first few days of life. I witnessed them showing a mother a first bath and the babies having their hearing tested..... I was very grateful to spend 2 days on this ward with mothers and new borns.” (SRC student on 2 day placement in Midwifery placement in DHH)

Feedback from Placement 9 Pre-Reg Nursing Students

As part of our commitment to promote recruitment within the SHSCT, value is placed in welcoming and engaging nursing students from all three universities in Northern Ireland - Open University, Ulster University and Queens University, Belfast. Welcome and Evaluation meetings are held with third year students to uphold a sense of belonging and to seek views from our future workforce. This engagement has increased understanding of attracting factors for students accepting employment with the Trust and what other measures may be taken to promote this.

Attracting factors for students accepting employment within the Trust:

- *Close to home*
- *Guaranteed Preceptor*
- *Have completed management or previous placements in the Trust*
- *Good learning opportunities*
- *Observed good support offered to new registrants*

International Recruitment

Nursing international recruitment continues to progress, on target to recruit 622 nurses to the HSC by March 2020. For SHSCT, 61 nurses from Philippines, India and Italy have been recruited, and are working across acute and non-acute wards. Another six nurses have arrived into the Trust in December 2019.



Recruitment Plan

A targeted annual recruitment plan is in place. Recruitment days have taken place for Mental Health and Learning Disability Nurses and for Registered Midwives, as well as Nursing Assistants / Senior Nursing Assistants and final year nursing students. The Resourcing Team have created a process to monitor and evaluate outcomes from the recruitments days. Data will be shared with work stream members when collated.

Targeted Recruitment	Date	Number interviewed	Number successful	Number in post after 3 months	Number in post after 6 months	Comments
Daisy Hill Adult Band 5 & Band 6	June 19	15	15	5	5	*8 x students graduating 2020
Nursing Assistant Band 2/3	Aug 19	74	68	38		
MH/ LD/CAMHS Band 5	Sept 19	25	25	2*		*20 students graduating 2020
MH/ LD/CAMHS Band 6	Sept 19	19	11	5		
Midwifery	Oct 19	22	21*			*16 x students graduating Summer 2020, 5 x staff in post
Band 2/3	Nov 19	90	79*			*16 in post, some appointees still being matched to posts and/or completing pre-employment checks
Pre reg Adult,	Dec 19	61	59*			*47 x Students graduating Summer 2020, 9 x Students graduating Feb 2020, 5 of whom are aligned to posts 3 x Registered Nurses – 1 of whom is aligned to a post
Pre reg MH	Dec 19	2	2*			*2 x Students graduating Summer 2020
Pre reg LD	Dec 19	7	7*			*7 x Students graduating Summer 2020
Totals		315	287			



Recruitment Processes

Feedback on recruitment process

The Practice Education Team (PET) facilitated the SHSCT induction programme for new nursing and midwifery registrants, from across all fields of practice, at the beginning of November 2019. As an outcome of the Nursing and Midwifery action plan recruitment work stream, the PET developed a questionnaire via survey monkey to capture new registrants' experiences of the recruitment

processes in SHSCT. A total of 103 new registrants attended the induction programme. 70 new registrants completed the questionnaire, a response rate of 68%.

Findings show that experiences were largely positive with some areas for improvement.

Theme	Survey Responses	Recommendations
Pre Recruitment Event /Interview	<ul style="list-style-type: none"> • Pleased with process • Good advertising • Very impressed with recruitment process in SHSCT • Alternative interview methods, for example, Skype 	<ul style="list-style-type: none"> • Continue with current advertising methods. • Consider other methods, for example, Skype
Recruitment Event/ Interview	<ul style="list-style-type: none"> • Accuracy of information regarding available posts • Consider choice of location of posts for new midwives as opposed to mandatory rotation 	<ul style="list-style-type: none"> • Inform applicants of posts available in directorates/ divisions as opposed to specific areas as availability of posts may change over time. • More flexible working options, for example, part time hours
Post interview Recruitment Event /Interview	<ul style="list-style-type: none"> • Improved occupational health schedule • Difficulty accessing nominated SHSCT recruitment officer as always very busy. • Time given to make decisions – less rushed • Better communication between various departments internally and externally - mixed messages received • Friendlier approach of recruiting officer • Better explanation of processes e.g. pre-employment checks • Personal bank details should not be requested via email • Better preparation for first day on the ward i.e. passwords, ID, uniform, payroll and staff number • Better communication throughout post interview process between BSO/HR and wards/departments • Standardise time period for applicants to make decision following offer of post • An identified nominated person to deal with post offer and answer queries • To share information recruitment process timeframes with applicants including expected timeframe for completion of pre-employment checks • A standardised process and schedule of contact by ward/department and completion of administrative requirements for new member of staff 	<ul style="list-style-type: none"> •

Retention- key actions to date	
Staff Health and Wellbeing Work Streams	Representation from the Nursing and Midwifery Retention Group on both work streams <ul style="list-style-type: none"> ○ Employee Experience Work Stream ○ Psychological Well Being Work Stream Audit will be completed to identify if there are staff spaces for break in each clinical area.
Induction, rotation and preceptorship	A review and streamlining of induction processes across directorates has commenced. A Preceptorship ID Scheme was launched in November with new Band 5 recruits. Rotation continues to be offered to new Band 5 recruits.
Recognition Events	Celebratory Event on 19 November at Dromantine in recognition of those nurses and midwives who have completed university programmes over the past year.
Stay Conversations & Exit Meetings	Training and support for managers to have Stay Conversations for staff who have indicated they wish to leave the Trust is planned for February 2020. Exit Meetings to understand the reasons why people may leave the Trust and to identify any measures that could be implemented to support staff to stay will start in January 2020.
Internal transfers	The OPPC Directorate is piloting an internal transfer model with the view to roll out across all directorates.

Nurse Bank

A Task and Finish Group has been set up to take forward work in relation to streamlining recruitment processes in two main areas (a) joining the Nurse Bank (b) accessing and completing training for Nurse Bank

The group has met twice and has several recommendations to improve the above processes including Open Registration for Nursing Assistants and delivery and monitoring of mandatory training for Bank

- Open Registration for Nursing Assistants commenced in December 2019.
- HealthRoster is being considered as the system to host the training requirements for bank staff.

Induction for new Nursing and Midwifery registrants

The Autumn Induction Programme was facilitated in November 2019 with 103 candidates attending the 3 day programme from across all nursing and midwifery fields.

The programme offers a support mechanism for all new registrants and a warm welcome to the Trust. It is envisaged as part of the Workforce Action Plan, that the induction programme will be revised to promote a local induction and welcome within each directorate, cementing the importance of belonging and support for new staff to our Trust.



Preceptorship

Preceptorship is a regionally agreed NIPEC framework that the SHSCT offer all new registrants, and to colleagues from outside the UK. It is a structured programme of support and a period of transition to promote confidence and consolidation of skills, knowledge and professional behaviours. The Practice Education Team recently held face to face meetings with newly qualified staff to ascertain what support mechanisms they felt would be of value. As a direct result, the Preceptorship ID scheme was launched in November. Each new registrant was offered the choice of a preceptorship lanyard or badge to help raise the profile of support at an individual level. Roadshows were held and a communication strategy implemented to education multidisciplinary teams of the importance of supporting new registrants. Principles of preceptorship were co-designed with registrants to identify what they valued and needed most from team members. This initiative will be evaluated in 6 months' time alongside a celebration element to acknowledge completion of the programme. As an assurance measure to ensure all new registrants receive preceptorship, the Health Roster Team facilitated a pilot within the acute sector, identifying newly qualified staff. Due to the success of the pilot it will be extended and will include all areas that utilise E-Roster.



"I feel supported on the ward and through the programme having time to reflect with other newly qualified nurses"

"We have a great team and I feel part of the team"

"Everyone is very helpful and supportive and work well together as a team. Good management and support"

Recognition / Celebration event

We have hosted a celebration event in recognition of those nurses and midwives who have completed university programmes over the past year. The event acknowledged the staff who undertook additional training and gave them the opportunity to share their experience, the challenges they have faced and how their studies have impacted on the care they deliver to patients and clients.



Some feedback from staff-

"It's great to recognise achievements of nurses across the Trust...keep doing this"

"This was an excellent way to celebrate our contribution to the Trust and healthcare as a whole"

"I think to be recognised for your efforts is a worthwhile exercise"

“Staff felt appreciated and valued, and enthusiastic to go back and encourage more colleagues likewise”

“It was so brilliantly organised – you can’t improve on perfection. Just the right formula.”

An email following the event from a staff member who had attended was as follows:

‘Please pass on my thanks for the invitation to the Celebratory Event in Dromantine, I really appreciated the Trust’s efforts to recognise the hard work that staff do to expand and keep up their skills. I was very grateful for the opportunity and support to complete my studies. Meeting others at the event and seeing the dedication of staff to keep up-to-date was very heartening. I really enjoyed the celebration and the meal was beautiful. Thank you’

It is envisaged that the event will run on a yearly basis to continue to acknowledge our nursing and midwifery staff completing programmes.



Stay Conversations

Stay Interviews are one-on-one meetings between leaders and their newly-hired and/or continuing employees to improve engagement and retention. The purpose is to help us understand why people would consider leaving the organisation and explore options to encourage them to stay. These one-on-one meetings are designed to be conversations about what’s important to the employee, elicit feedback on how the organisation can better engage them, and identify motivations for what keeps them from leaving (and what will continue to do so).

Training and support for managers to have Stay Conversations for staff who have indicated they wish to leave the Trust is planned for February 2020. This training will be facilitated by Anne Forsythe, Head of Education and Learning.

Exit meetings

The purpose of an exit meeting is to gain feedback from employees in order to improve aspects of the organisation, better retain employees and reduce turnover.

An exit interview pilot for nurses will commence in January 2020 in order to understand the reasons why nurses leave the Trust and to identify any measures that could be implemented to support nurses to stay. This pilot will span over a 6 month period with nurses invited to meet with members

of the Practice Education Team and provide information and suggestions on how systems and support could be changed to help nurses remain in employment with us. Information will be collated and a report of findings compiled and shared for learning. All information will be anonymised and treated confidentially. Thank you cards have been created to give to leaving staff as a token of recognition and thanks for their care and service.

New Beginnings programme

Retirement is one of the biggest life changes facing people in the future. Nurses and Midwives planning to retire within the next year will be offered a place on a ***New Beginnings*** course facilitated by Cathy Mullan. The course aims to provide a series of structured activities that enable participants to consider their own retirement in a holistic and practical way. There is a specific section devoted to identifying opportunities which, if available, would enable participants to continue to contribute to nursing provision as part of their retirement plan.

Utilisation of current workforce and data analysis Work Stream- Key actions to date	
Health Roster	Health Roster is embedded in all acute in-patient wards. Monthly reports are discussed at Divisional meetings. Safe Care has commenced in acute in-patient wards. Health Roster implementation in acute Mental Health and Learning Disability in-patient wards is in progress. Rosters went live on 2 December 2019.
Data set for Safe staffing levels	Consistent information across directorates

Considerable time has been spent reviewing data from a number of sources . The group is currently finalising data set reports from HealthRoster, Finance and Human Resources that can be used at each level of the organisation (Trust, Directorate, Division, Ward/Team) to manage daily workflow and identify trends over time.

Future Nurse Future Midwife (FNF) Roadshows



The Northern Ireland Practice Education Council (NIPEC) in partnership with the Practice Education Team are holding FNF Roadshows to deliver essential information on the upcoming changes relating to nurse and midwifery education. These educational sessions are open to all nurses, midwives and other registered healthcare professionals interested in supporting students. The aim of these sessions is to increase awareness of the NMC Education Standards 2018 and provide an overview of the new roles for supporting learning and assessment in practice for students. Implementation of these standards will commence in September 2020

Open University Recruitment 2020

The Practice Education Team host information roadshows each year in line with partnership working with our colleagues in The Open University. These events are well attended and attract Trust staff interested in pursuing a career in Nursing. This year we also welcomed Mervyn Jess from BBC Radio Ulster to speak with Donna Gallagher (OU), Dawn Ferguson (Interim Assistant Director Nursing and Midwifery Workforce and Education) and roadshow attendees on the value of nursing and the opportunity being afforded to successful candidates by the SHSCT.



Director of Nursing Report: Safety, Quality and Patient Experience

PACE (Patient Centred Assessment Care Planning and Evaluation)

The PACE framework to improve the quality of nurse care planning, is an element of the regional Nursing and Midwifery Documentation Project which is led by NIPEC on behalf of the CNO. Implementation is supported by transformational funding with 2.53 WTE band 7 staff who are currently working across the Acute and non-acute in-patient wards.

The first and second cycles of supporting twenty acute and non-acute in patient wards has been completed and a further six wards are due to commence the process in February 2020 with a prediction to complete all in patient acute /non acute wards by May 2020

The effectiveness of the implementation of the PACE framework relies on engagement and support from the senior nursing teams and ward teams to ensure that we meet and comply with the NMC Code and NIPEC's Regional Standards for Person Centred Record Keeping

WARDS implemented /revisited	WARDS April - August 2019	Wards * September – December 2019	Wards * January –31 March 2020
MSW	Ward 3 Lurgan	2 South Medical	AMU
Gynae	Loane 1	2 South Stroke	3 North –winter ward
2 North	Loane 2	4 south	Elective ward
Ward 1 Lurgan	Male Medical	4 North	1 South
Ward 2 Lurgan	Level 4 DHH	Trauma	1 North
FSW	Orthopaedic	3 south	
Haematology			
FMW			

***timeline has been amended due to IA/winter pressures**

The PACE framework has also been extended to CYP and Mental Health Directorates who are at various stages of implementation.

Outcomes of the framework are measured through documentation audits and staff feedback. The desired outcome is an improvement in the record keeping standard, particularly care planning. A baseline audit is completed before implementation mid-implementation and at end of the implementation process.

Staff feedback is gathered through feedback blog boards in ward areas, where staff verbally give feedback to facilitators and ward champions

Although a significant number of wards have achieved the required number of staff trained in this approach, there are challenges in sustaining PACE, particularly related to workforce issues. The corporate nursing team are working closely with colleagues in Acute and OPPC Directorates to overcome these challenges.

The Executive Director of Nursing maintains oversight of this project through the Senior Nursing and Midwifery Governance Forum.



*Female surgical
staff recording*

Staff feedback on PACE

**PACE is too time -
consuming**

**I think PACE has improved
patient care**

**It is taking time to get
used to, but it is a
more patient centred
way to record care**



SR Nugent, Orthopaedic Ward with her patient discussing care plan (permission from patient to use photo)

It makes me think about what care my patients need



Loane House staff following PACE training session

Wasn't keen on PACE at first but once I had awareness training it became a lot clearer



Safety and Quality Metrics

The corporate nursing team meets with acute lead nurses monthly to support them in progressing the nursing quality indicators action plan. Training sessions are ongoing across both sites. The NQI results are now printed laminated and displayed on all ward boards in acute and non-acute inpatient wards. Ward sisters are submitting Quality Improvement Plans monthly and working closely with Lead Nurses and Clinical Sisters on the actions prescribed to address areas of non-compliance. The Assistant Director of Nursing is planning to attend upcoming sisters meetings to progress this work further.



Recent NQI training session in the CEC CAH

Nursing Quality Indicators roll out within OPPC

NQI monitoring has commenced within Enhanced Services, the 3 identified areas for review are:

- Documentation (Short NOAT form)
- MUST
- Braden

A pilot will run from January to March 2020 across 4 teams (Contenance: Palliative: AC@H: Heart Failure). It is planned that from April 2020 all teams within Enhanced Services will be audited on a monthly basis. Following a 6 month review consideration will be given to increasing the number of NQI's audited.

Welcome

Staffs within the Directorate of Nursing, Midwifery and AHPs are delighted to welcome Olivia Delaney to their small team. Olivia is on secondment from the Children's and Young People's Directorate. She has experience in adult acute nursing, Health Visiting, Family Nurse Partnership and in undertaking quality improvement initiatives. We welcome the additional capacity this provides to support the operational directorates in progressing issues pertaining to nursing and midwifery quality, safety and the patient experience.

Research by OPPC Specialist Nurse

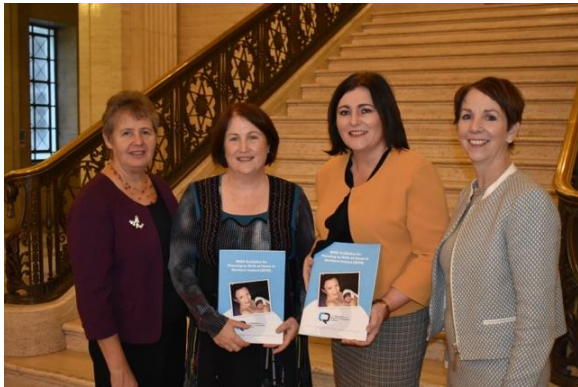
As part of Masters study, Deborah Toal (Specialist Nurse) in the Acute Care at Home Team undertook A Service Evaluation of Patient and Carer Experiences of the SHSCT's Acute Care at Home Team. This found:

- Patient satisfaction was 100%
- 100% of patients were happy with the staff's knowledge of their condition and treatment plan.
- All of the respondents stated they would recommend and use the service again.
- The qualitative responses were in keeping with the 100% satisfaction in that they were positive in nature.

Research and Development update

Co-production and Use of Evidence in Practice: A new RQIA Guideline for Planning to Birth at Home for maternity staff has been launched by Professor Charlotte McArdle, Chief Nursing Officer. Mervi Jokinen, President of the European Midwives Association provided the closing address.

Evidence shows that the odds of normal labour and birth are much higher in a planned home birth compared with hospital birth.



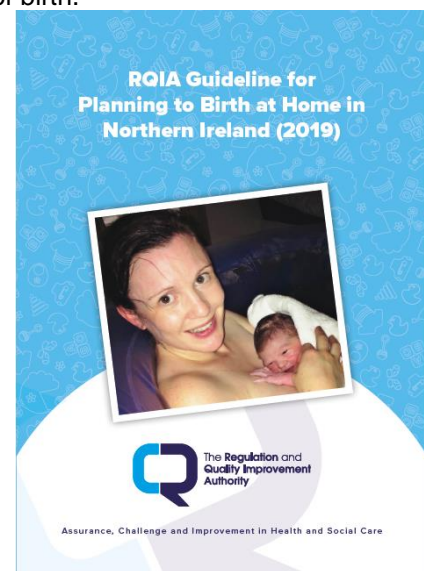
L-R: Ms Mervi Jokinen; Dr Patricia Gillen, Professor Charlotte McArdle, Dr Maria Healy

Co-produced by Dr Patricia Gillen, (Southern Trust/University of Ulster) and Dr Maria Healy, (Queens University) with women and health care providers, this guideline is essential for all maternity healthcare professionals supporting women deciding on their place of birth.

A booklet based on evidence based information in the guideline and including the experiences of women who had home births is also available to help expectant mothers and their partners when planning their place of birth.

The guideline and booklet are now available on the RQIA website:
<https://www.rgia.org.uk/planningbirthathome/>

Further publicity about the guidelines has been included in the Trust Newsletter, is being included in the International Confederation of Midwives newsletter and Ulster University Newsletter (Insight). There is also a lot of interest on social media.



- **Building Capacity for Research through Collaboration and Dissemination of Research:**
Research Proposals (European and local funding):

Trust letter of support signed by CEO for proposed study: *CaTaLyST: Comprehensive Training and research programme in entrepreneurial Leadership for Sustainable Transformation*; in response to: **Horizon 2020** Call: H2020-MSCA-ITN-2020 (Marie Skłodowska-Curie Innovative Training Networks). The funding will support PhD students to undertake research in entrepreneurial leadership in Healthcare in collaboration with the Trust, Ulster University, Dundalk Institute of Technology and Amsterdam University. Due for submission on 14th January 2020.

Self- report of Nurses and Midwives Health and Well-being: Ethical approval received for this highly topical a survey exploring the self- reported health and well-being of nurses and midwives. The survey will be launched in the coming months.

Publications:

Collaboration in research with PhD researchers, national and international colleagues has led to the following publications:

Daniels, N., **Gillen, P.**, Casson, K., Wilson, I (2019) STEER: *Factors to consider when designing online focus groups using audio-visual technology in health research*, International Journal of Qualitative Methods 18: 1–11 DOI: 10.1177/1609406919885786

McFadden, P; Moriarty, J.; Shröder, H.; **Gillen, P.**; Manthorpe, G.; Mallett, J. *Growing Older in Social Work: perspectives on systems of support to extend*

Working lives: Findings from a UK survey British Journal of Social Work Online 6th Jan 2020, <https://doi.org/10.1093/bjsw/bcz165>

Vermeulen,J.; Luyben, A.; O'Connell, R.; **Gillen, P.**; Escuriet. R.; Fleming, V. (2019) *Failure or Progress? The current state of the professionalization of midwifery in Europe* European Journal of Midwifery 2019; 3(December): 22 DOI: <https://doi.org/10.18332/ejm/115038>

- **Celebrating Nursing, Midwifery and AHP Research and Development in Southern HSC Trust**

Executive Director of Nursing, Midwifery and AHP Research and Development Conference:

Plans are underway to deliver our Research and Development Conference on 2nd April 2020 in Dromantine.

Bereavement update

A key outcome since the last report was the agreement of the Bereavement plan for 2019-2021, setting out the work priorities for the next 18 months. The plan has been structured around the actions the Trust needs to implement to address the recommendations within the 10,000 More Voices 'Experience of bereavement-perspectives of relatives, carers and staff' report published in 2019. Key areas for attention are communication and training for staff supporting dying and bereaved people, provision of information, dignified and respectful care, and staff support. The bereavement co-ordinator is working with colleagues across directorates to address these areas.

In addition, core work continues to ensure that the Trust is meeting the standards for bereavement set out within the Bereavement Care Strategy (DHSSPS, 2009). A rolling programme of short 'dying,

death and bereavement' education sessions remain popular with 170 participating since April 19. Bespoke sessions have also been delivered for Trust teams and residential homes. Working with medical colleagues we have increased the number of training sessions for obstetric and gynaecology doctors who seek consent from parents for post mortems or for the examination of early pregnancy loss tissue. This has improved our compliance with Human Tissue Authority standards.

A number of initiatives are in development or underway to address the fourth Standard 'creating a supportive experience'. These include enhancing the experience of mothers, families and children when parents learn that their baby is likely to die before, at the time of, or after birth. Information booklets for parents following the death of their child are being reviewed and discussions are underway to roll out the sending of a sympathy card to relatives after a person receiving support from the Trust dies. Services of remembrance remain important events across the year. Newry Town Hall was packed in November for the service to remember babies, children and young people who died in the Newry area. This event was co-ordinated by the Trust's bereavement midwives.

The latest edition of the Bereavement Forum Newsletter was published in November 2019, highlighting work across teams to enhance the care of dying and bereaved people. Recognising that the festive season can be an especially difficult time, this edition included some suggestions for people struggling with the loss of those close to them at Christmas. In addition, Christmas trees in 4 hospitals were dedicated as 'remembering trees' this year, providing patients, visitors, volunteers and staff with the opportunity to write the name of the person on their mind on a card and attach it to the tree. Informal discussions with visitors and staff colleagues indicates that this has been a valued opportunity. Further events are planned for the coming year to provide informal opportunities for discussion and reflection on dying and death, recognising this is a universal experience that impacts us all.



Remembering tree: Criagavon Area Hospital

External visits

David Porter, Regulation Advisor at the NMC with responsibility for the Southern Trust, visited again on 3 October. He provided training to senior nurses and midwives and Human Resource colleagues on a range of professional nursing issues including new guidance issued by the NMC in 2018, Ensuring Public Safety, Enabling Professionalism and thresholds for referral. This event was extremely successful with over 70 staff in attendance.



David Porter (3rd from Lt, NMC Regulation Advisor) pictured with SHSCT Nursing, Midwifery and HR s

Professional and nurse led service developments

- **Introduction of a chlorhexidine free trolley**

S/N Anna McCann, in conjunction with Dr Paul McConaghy, has successfully introduced a chlorhexidine free trolley which has reduced the risk of anaphylaxis for theatre patients (known deaths). This commenced in Aug 2019 and was presented at the Trusts Quality Improvement Event on 15 November 2019.

- **Band 6, 7 and 8A OPPC Professional Fora development**

Within OPPC a range of Professional Fora, have been developed with the aim of supporting nurses from within the directorate to manage the professional responsibilities and core elements of their roles to achieve expected outcomes.

The agenda for these meetings is divided into two parts. Part one focuses on sharing the learning and the second group supervision. Each meeting concludes with an opportunity to complete formal reflection on learning which will contribute to a nursing revalidation portfolio. Meetings are well attended and feedback from staff is that they are of significant benefit in professionally supporting nurses.

- **Early recognition of autonomic Dysreflexia**

In response to a recent safety alert to support staff in the early recognition of autonomic Dysreflexia, the Specialist Continence Team liaised with staff in the Rehabilitation Hospital Dublin to produce a **leaflet/poster** which has been widely shared with acuter/non/acute/District Nursing/AC@H/NIAS/Private Nursing homes/ED.

- **Placement of Oximetry Probes**

In response to a recent safety alert an **A4 laminated card** was produced which showed the various types of probes and where they should be placed. The card also highlights factors which may interfere with the probe readings. Each clinical area will adapt the laminated card according to the type of probes which they use. This has been shared with Non Acute: AC@H: District Nursing: Specialist Nursing

- **Commencement of Non-Medical Prescribers Supervision Group**

Non-Medical Prescribers Supervision Group has been established to facilitate an iNMP framework within Enhanced Services (ES). It will meet twice yearly.

Midwifery

Midwifery Staffing

Midwifery Staffing remains a challenge for the Division, but, on 19th October a very successful recruitment day was held and a number of midwives due to qualify later this year were appointed. The passion and enthusiasm from the midwifery team demonstrated a motivation to showcase the Southern Trust as a place where staff want to work and the potential for career development through education programmes and training.



Careers Fair

The division participated in the Careers Fayre in Newry to school students to inspire them in choosing their career and put midwifery at the forefront as an option to be considered. The staff who attended used visual aids to demonstrate, the weight and size of 'pregnancy bumps', the visual sensation and impact of alcohol on a baby in the womb and discussed the role of the midwife.



Bereavement Team

As part of the Quality Improvement Event – Connecting People: Making Change held in the Trust on 15th November, the division is very proud to celebrate the achievement of the Bereavement Team as joint winner in the Dragons Den Category. The bereavement/debrief midwives were appointed in early 2019 and have now been in post 1 year. Within this first year the demand and growth of the service has grown exponentially and the requirements for the team have surpassed all expectations. Obtaining premises to enable the provision and growth of the service has been a challenge, however, thanks to the recognition and opportunities from presenting to the Dragon’s Den the Senior Management Team within the Trust have assisted to secure premises that will enable the continued development of this service which is invaluable to those women who have had a difficult birth or sadly lost their baby.



1.0 AHP Career Fair

As part of the 2019 Regional AHP Collective Leadership Programme “*Inspiring the AHP’s of Tomorrow*” the SHSCT cohort Joanne Tilley and Michelle McGeown (Physiotherapy) Sinead Brady (Radiography) Kelly McCartney (Occupational Therapy) and Fiona Patterson (SALT) successfully completed a project involving co-production and co-design with the careers teachers in the Armagh area to profile AHP’s as potential careers for Year 13 & 14 students as well opportunities within the Southern Trust and beyond.

An AHP Career open evening for Year 13 and 14 students was held on 25th September 2019 which proved a huge success with 165 students along with their parents and career teachers attending. The majority from our Southern Trust locality as well those who travelled a great distance as far as Portstewart and Omagh, thanks to the power of social media.

The Trusts Physiotherapists, Radiographers, Occupational Therapists, Podiatrists, Dieticians Speech and Language Therapists, Dietitians and Orthoptists were available to offer advice to year 13 and 14 students to help inform them as they explore their career choices.

At this event Southern Trust AHP’s provided interactive work stations and displays to inform and promote their profession focusing on Southern Trust opportunities. Our paramedic colleagues from Northern Ireland Ambulance Service also enthralled students with emergency equipment and an insight into the life of the newest AHP’s. There was information on career opportunities as an Orthoptist, Prosthetist as well as Music, Art and Drama Therapy.

The project group found the co-production with the schools invaluable and recommend continued firm links with the local schools to help inspire and grow the AHP workforce of tomorrow.

We are delighted that the project **was awarded first place** within the Regional Development Programme and was presented to Richard Pengelly, Permanent Secretary of Department of Health and CNO, DoH.

Feedback was excellent from both students and teachers who attended: ‘A big hit with our Students, offered what so many of our students want, the opportunity to access career specific information and to speak directly to qualified AHP practitioners about their job.’ *Careers teacher, parent attendees.*

“A much needed event fantastic to speak to so many professions on the one night”

“Really beneficial was great to chat with young professionals who are so enthusiastic about their jobs”



2.0 Trust-wide Dysphagia Transformation

A key Transformation Project through the The Dysphagia Support Team is a Specialist Trust wide resource fulfilling the following roles:

- **CONSULTATIVE:** Informing staff, colleagues, Heads of Service, Directors and Commissioners regarding Dysphagia priorities.
- **SUPPORTIVE:** Working collaboratively with core services to influence service delivery and provide standardised, evidence based, high quality training and resources.
- **EXPERT:** Providing advice and education in line with current evidence base and best practise guidelines to achieve high quality outcomes in dysphagia care.
- **CO-PRODUCTION/PPI:** Co-designing services to enhance quality of life; increase safety, choice and mealtime experience for patients with dysphagia and involving their carers as appropriate.

Dysphagia Ni Awareness Day: **Are you #SwallowAware?** There was tremendous interest from the Staff, service users and general public in Southern Trust as the Dysphagia Support Team showcased the work of #DysphagiaNi at Craigavon Area Hospital as part of Involve Fest week 2019. So many asked for advice or shared their experience of swallowing difficulties (dysphagia) as they cared for family members or spoke of friends with dysphagia, acknowledging the devastating impact it can have on quality of life, wellbeing and the enjoyment of food.



Tele Eating, Drinking & Swallowing Pilot (Tele-EDSNI)

SHSCT is the named regional pilot site for an exciting Tele-rehab initiative. Our aim is to deliver Speech and Language Therapy assessment to people living in nursing homes with eating, drinking and swallowing needs using videoconferencing technology. This is a new approach and represents an innovative model of service delivery developed in partnership with clinicians, nursing home staff and clients with swallowing difficulties. It allows clinical consultation from a distance, improved access to services, and professional support for staff managing people with swallowing difficulties. There is a growing body of research evaluating the impact of digital approaches to dysphagia provision, with most generally showing positive benefits to service users with dysphagia: real savings of SLT and care home staff time, travel costs (Marshall, 2018, Pizzo, 2016). Proof of concept for the Tele-EDS Pilot is an essential element of the sustainability plans going forward for all Trusts to address unacceptable waiting times for Speech and Language Therapy swallow assessments. Delivery of Speech and Language Therapy assessment to adults living in care homes with eating, drinking and swallowing needs using videoconferencing technology. In SHSCT in the last quarter:

- Training has been completed in 6 homes with 11 nurses who will assist in Tele-EDS assessment.

- In the last quarter 11 Tele-EDS assessments have been carried out with residents aged 68 to 96 yrs old with good success.
- A range of medical conditions were included e.g., Vascular Dementia, Stroke, Mental health, Parkinson's disease and Alzheimer's Disease.
- All participants including residents/SLTs/nursing staff have been very enthusiastic about using this model of service delivery; all felt it would benefit other service users and gave encouraging feedback on their user experience.
- To date we have seen the potential for more rapid response to dysphagia referrals - impacting waiting lists; improved partnership and support for our Independent sector home staff and cost efficiencies through the implementation of Tele-EDS Ni.
- The Pilot is ongoing in January 2020.



" I was afraid of choking.... I lost 10 lbs...(due to dysphagia)...Now I go out to different towns ... to get my dinner....and I get my coffee out one day in every week...



It seemed very good actually, very thorough... I think it would be (beneficial for other people).. Especially If done at home, they'd probably feel more relaxed than if they had to go to a

3.0 Nutrition and Dietetics

Cherith Hall, Community Dietitian supported a BBC newsline article about addiction to energy drinks and how a school boy made himself seriously ill by replacing regular meals with these drinks.



The video can be viewed at:

<https://www.facebook.com/BBCNewsline/videos/586336612174533/>

Cherith was able to provide professional evidence based advice on a very topical issue.

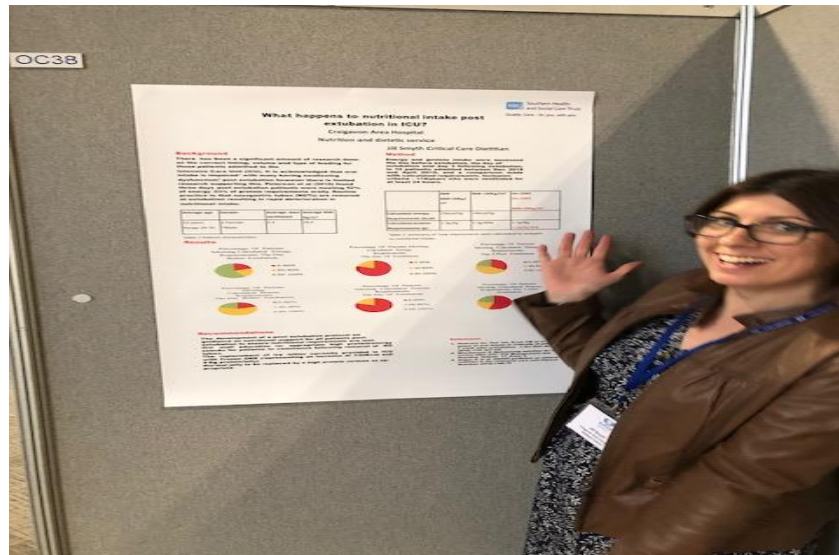
Quality Improvement Certificate Programme

As part of the quality improvement programme, Caroline Smith, Paediatric Dietitian looked at the identification of children and adolescents attending Paediatric Diabetes clinics with a Body Mass Index (BMI) >91st centile.



British Association for Parenteral and Enteral Nutrition (BAPEN) annual national conference 2019

Jill Smyth, Critical Care Dietitian, Craigavon Area Hospital was successfully selected for a poster presentation at the BAPEN annual national conference for her work on Nutritional intake post extubation in ICU.



4.0 Podiatry Services

Falls Awareness Presentation to older people's groups across the Trust

It is well recognised that falls occur for a variety of reasons. Foot problems, which affect one in three community-dwelling people aged > 65 years, have been associated with reduced walking speed and difficulty in performing activities of daily living. Results from studies have indicated that there is a relationship between foot and ankle problems and risk of falling.

In addition to causing foot problems, inappropriate footwear may contribute to poor balance and an increased risk of falling.

Podiatry deliver Falls Prevention talks to older people's groups within the Southern Trust in various settings.

Funding for these presentations has been secured through the Public Health Agency(PHA) and Trust Falls prevention team within the Health Improvement Team.

The target audience are those in rural areas who find it difficult to get to leisure services within towns for strength and balance and falls clinics.

A power point presentation on basic foot care and footwear in connection to falls prevention is given at each group. The presentation is given in a format that allows interaction with the groups.

Many questions arise during the presentations and not only centre on falling with a wide range of foot related problems being discussed with diabetic foot related care featuring highly.

All attendees receive a long handled shoe horn and emollient along with a falls prevention information leaflet, which are greatly received.

Pre and Post presentation questionnaires are completed to measure if attendee's knowledge on falls prevention has improved.

Feedback has being extremely positive from the individuals and all group leaders and talk facilitators.

Diabetes footcare Pathway

The formal launch of the N. Ireland Diabetes Foot Care Pathway took place on Thursday 14 November 2019 in Ballymena Health and Care Centre.

The Diabetic Foot Pathway is based on the principles of NICE NG19, and has four integral components, a foot screening program, a foot protection service (FPS), an enhanced foot protection service (EFPS) and a multidisciplinary diabetic foot service (MDFS). The pathway sets out the relationship between the four components of care.

It is a regional pathway and is currently being rolled out in all 5 Trusts.

SHSCT Podiatry Service secured funding for additional staffing to implement the pathway through transformational monies and ICP. Staff induction and training for development and implementation of pathway is ongoing.

Local pathways have been developed to ensure smooth and timely patient flow across the care pathway – in Trust and to the MDT, Belfast.

3 Podiatry Assistant Practitioners are undergoing training in a newly developed screening programme which will commence for low risk patients living with diabetes from January 2020.

5.0 Radiography Developments

Three Radiographers have completed their PGC in CT at UU

All CT staff complete this course now as it gives an understanding of this Advanced Practice role

Two Radiographers have completed Course in Cardiac CT at Brompton Hospital in London

This area of expertise is being developed to enable the advancement of CT Cardiac examinations within the trust

Two Radiographers have completed MRI safety training in Edinburgh

This course increases the knowledge of the Radiographers in this specialist field and ensures the safety of the patients

Four Radiographers completed Enhanced teaching and Learning course at UU

This has enabled the advanced practice Radiographers to share their learning within a teaching environment with new staff and ongoing CPD within specialised areas.

Breast Service

The SHSCT Breast imaging service has introduced the 4 Tier structure based of the college of Radiographers initiative.

Currently the service comprises of 2 Assistant practitioners, 6 practitioners, 6 Advanced practitioners, Site Lead Radiographer, and more recently in 2019 the introduction of 2 part time consultant Radiography posts.

Increased demands for radiology service and a shortage of radiologists have been factors driving skills mix and radiographer role development with the support of the SHSCT.

3 members of staff have also completed PGC in 2019 in Mammographic studies, PGC Mammography film reading and PGC in Interventional Mammography.

Role extension, greater workforce flexibility and a team approach have contributed to the provision of high quality patient service. The education and professional development of the workforce has allowed the team to embrace new and innovative ways of working. This has had a positive impact on service delivery by allowing radiographer led routine symptomatic clinics, vacuum assisted biopsy service and mag seed localisation service.

Traditionally theatre patients would have had wire localisations which would have involved the same day insertion under x ray or ultrasound guidance which could affect clinic capacity or delay in theatre slots

Mag seed localisation now has allowed us to schedule ladies in advance of theatre day minimising distress for patients and freeing up clinical time on theatre day, improving comfort and decreasing secondary clinical complications.



6.0 Radiography and Speech & Language Therapy (SLT)

Videofluoroscopy Service

The Videofluoroscopy (VFS) Trust wide service operates on Craigavon Hospital site and is led by an AHP team of Specialist Speech and Language Therapists and Radiographers. This specialist moving X-ray of swallowing is used to assess, diagnose and advise on the management of complex swallowing disorders known as Dysphagia. Referrals are received for both inpatient and outpatients from Hospital Consultants across acute and non-acute hospitals and across a wide range of Community services via GPs.

Videofluoroscopy plays a vital role in improving health outcomes for patients with dysphagia e.g. decreased length of hospital stay, timely diagnosis, efficient targeting of rehabilitation and prevention of hospital admissions. Significantly reduced patient and carer anxiety regarding dysphagia and associated issues such as weight loss, prevention of recurrent chest infections due to aspiration, informed decision making around long term tube feeding, patient education and improved quality of life are some of the patient benefits achieved as a result of tailored management recommendations following attendance at the VFS clinic.

This clinic currently runs 2 mornings per month serving both inpatient and outpatients. This small capacity results in a waiting list for access to the service. The vision for Dysphagia going forward includes enhancement of current diagnostic dysphagia services including better access to VFS and development of a FEES service – an additional diagnostic assessment for dysphagia which is currently available to patients outside of SHSCT.



7.0 Speech & Language Therapy Services

Communication, Accessible Resources to Enable (C.A.R.E) Project



The C.A.R.E Team, comprising of Gary Martin , Aislinn Thornton , Olivia Hasson , Patrick Smyth (Service Users from the Laurels Day Centre) Dr Arun (clinical Director , consultant psychiatrist) , Aisling Hughes (Health & Social Care worker N&M ALD Team) & Clare Byrne (Clinical lead Speech & Language Therapist N&M ALD Team (Communication & Accessible Resources to Enable) attended the 6th Annual SHSCT Quality Improvement Event held on 15th November 2019 and were successful in achieving joint first place in the Dragons Den Innovation Challenge Event. Their winning project is to create a communication bank of accessible resources for adults when accessing medical intervention & procedures.

Rationale for project:

“Up to 90% of people with a learning disability have communication support needs, with half having significant difficulties. There is a wide range of communication difficulties but the barriers to successful communication are often due to the environment and other people not communicating or supporting our service users at the correct level using inclusive, accessible communication.” (Making Communication accessible for all)

“People with Learning Disabilities face avoidable health inequalities. Limited communication & health Literacy reduces capacity to convey health needs effectively to others” (RCSLT 5 Good communication standards 2013)

- People with a learning disability are at least twice as likely as other people to go into hospital in a year.
- Those who go into hospital are twice as likely to be admitted three times or more in that year.
- Their hospital stays are roughly 25% longer
- People with a learning disability are 58 times more likely to die before their 50th birthday.
- On average, men with a learning disability died 13 years earlier and women with a learning disability died 20 years earlier. 37% of the deaths could have been avoided with good healthcare. (Confidential Inquiry into premature deaths of people with learning disabilities, 2013).

Aim of the C.A.R.E innovation team project

- The Newry & Mourne Adult learning disability team to become an expert accessible, inclusive communication centre that can be accessed by health & social care staff for person centred accessible information.
- To breakdown communication barriers for service users with Learning Disabilities when accessing Health care working towards the Southern Health and Social Care Trust vision '**to deliver safe, high quality health and social care services, respecting the dignity and individuality of all who use them**'.
- Work in partnership with service users, carers and various stakeholders to create a communication resource bank with a collection of accessible information including visual aids, template forms and easy read documents for common health issues and medical procedures
 - To meet legal requirements: Human Rights Act (1998), Disability Discrimination Act (1995), Equality Act (2010) & Mental Capacity Act (NI) (2016)

Methodology:

- the NHS five step improvement approach was adopted involving gathering statistics on the numbers and types of adults with a learning disability within the Trust and the information they need. Completing a literature review on the quality of accessible information already available and conducting focus groups / questionnaires to gather the views of service users, carers, and staff.

Impacts:

- Assist service users accessing health services –making informed decisions about their care, giving consent, facilitating capacity, assisting with capacity assessments & being adequately informed and prepared for medical procedures & interventions.
- Assist in Service users adhering to health care investigations and treatment resulting in better outcomes including lifesaving treatments and early recognition of conditions.
- Reducing the morbidity and early mortality of adults with learning disabilities
- Meeting legal requirements (As identified above)
- Ensuring staff have access to accessible resources & use reasonable adjustments to assist service users who have communication difficulties.
- Work towards meeting RCSLT 5 Good Communication Standards 2013, standard 5 “Staff help me to understand & communicate about my health”

Service improvement in Special Schools

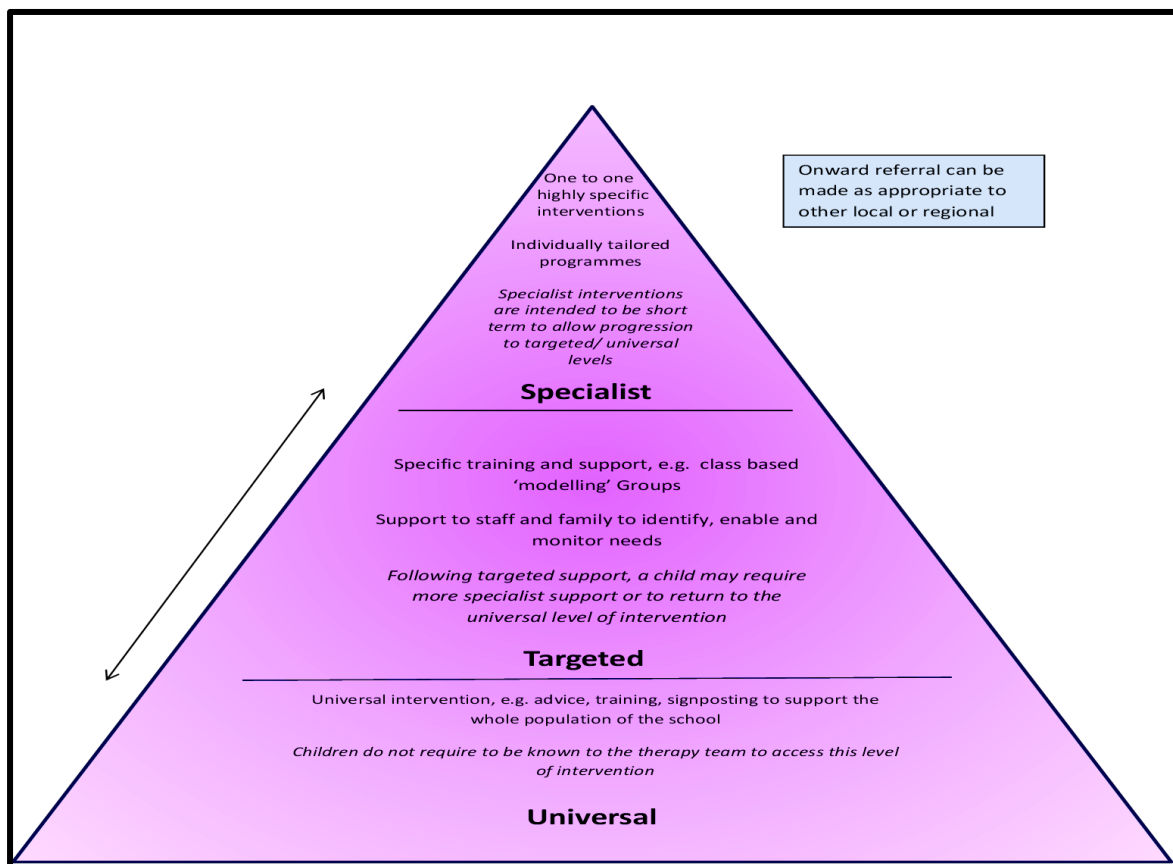
At the end of 2018 Royal College of Speech & Language Therapists published new guidelines 'Placing children at the heart of delivering quality speech & language therapy support'. The SLT team looked at the principles of these best practice guidelines through the lens of working with children with severe learning disability in special schools. In our schools, the number of children has increased significantly over the past 10 years, as has the complex needs of the children attending the 5 schools in our trust area.

The team identified the key drivers to improve the life outcomes for the children in special schools:-

- My speech, language, communication and eating and drinking needs are identified
- I have the functional skills I need to participate in everyday activities. I am able to eat and drink safely and enjoy my mealtimes

- My family understands my needs and is equipped to support my communication and eating/drinking development
- People who around me who support my learning and education will understand and respond to my SLC and eating/drinking needs

In June, the senior SLTs met with the 5 School Principals to inform them about these best practice guidelines and then the changes in service delivery that would be introduced in the new school year 2019/20. The principals were all very receptive to the information in the presentation and there was plenty of discussion about how the SLT team would continue to support the children both at home and in school. The 3 tier model of support (below) was a very useful visual tool that allowed the principals to see, understand and respond to the different supports that would be available to the children, teaching staff, and families from SLT during the child's journey through special school.



Makaton Workshop



CYP Speech and Language Therapy delivered two Level 1 Makaton Workshops this term. Two groups of ten parents and school support staff of children with speech, language and communication needs attended the workshops. Makaton is a unique language programme that uses symbols, signs and speech to enable people to communicate. It supports the development of essential communication skills such as attention and listening, comprehension, memory, recall and organisation of language and expression. Everyone who attended the course rated the workshop as very good and everyone enjoyed it. These Makaton workshops will continue to be offered to these workshops on an ongoing basis as demands present.

“I will use signs with my son and build them up”

“I will begin to implement key words alongside my speech”

“Fantastic...I will use Makaton in every day contexts to aid my language”

“I look forward to putting Makaton into everyday practice”

“Excellent training, very informative”

8.0 Occupational Therapy Services

NI Wheelchair Service User Celebration and Recognition Event incorporating the Jackie Awards

To celebrate the contribution of Wheelchair Service Users and Carers in the delivery of the Regional Wheelchair Training and Wheelchair Service Improvement Projects, a celebration and recognition event was held on Friday 13th December 2019.

During this event Service Users, Carers, staff and partnership organisations received recognition through the “Jackie Awards” which are named after our dear friend and colleague Jacqueline Magee who sadly passed away earlier in 2019. Jacqueline, a Personal and Public Involvement Lead in the HSCB, resided in the Southern Trust area and was heavily involved in the creation and shaping of the regional wheelchair service.

Mrs Deirdre McKeown and Mr Noel Bibb, pictured below with Carol Grills, Advanced Occupational Therapist Southern Trust Wheelchair Resource Team received awards for their contribution and participation in the MND Powered Wheelchair Pathway. Carol also received a Recognition Award for her dedication, passion and commitment to the wheelchair service.



Mr Paul Hannon also received an Award for his role as Wheelchair Skills Training Buddie, as well as for delivering on the regional wheelchair training programme for Occupational Therapists.

During the event, the audience also received feedback on the impact of service users being involved in the delivery of the children's annual summer programme, the development of the children's regional wheelchair skills clubs, the Southern Trust club being the Lough Neagh Wheelers, the MND pathway, Toy car project, Ultra light weight wheelchair project and the bariatric wheelchair evaluation. These projects were possible through partnership working with DSNI, SHINE, MNDA, Mae Murray Foundation, and Go-Kids-Go.

Research and Development

Mrs Ciara McGill, Advanced Occupational Therapist, Learning Disability Services, graduated in December 2019 with a First Class MSc in Sensory Integration Therapy. In addition Ciara received word a couple of days after her graduation that her masters research project title, *"Can sensory*

integration have a role in multi-element behavioural intervention? An evaluation of factors associated with the management of challenging behaviour in community adult learning disability services." has been accepted for publication in British Journal of Learning Disabilities

9.0 Physiotherapy Services

Falls Training

The Trust Falls service has developed ELearning training for community based staff on Fall prevention and post fall pathway implementation. This package has just been completed in December 2019 and has been passed on to be uploaded to the Elearning platform and should be live very soon. The training package has also been shared with CEC who plan to use it as a basis for developing a regional training package. The content of the training package had input from across AHPs (Physiotherapy, Occupational Therapy, Podiatry, Ophthalmology, Dietetics) Nursing and Medics. It will increase awareness for all staff in recognising risk factors for falls and advise them on how to reduce these risks. It also advises staff on appropriate action to taken when someone falls and provides information on the Trust falls service.

Falls Prevention Awareness and Post Falls Pathway For Community Based Staff

HSC Southern Health and Social Care Trust

Click each heading to complete the training.

- Introduction
- Risk factors
- Osteoporosis
- Falls Service
- Post Falls Pathway

Falls prevention is for everybody

Manual Handling Risk Assessment on PARIS electronic system:

A new Community Manual Handling Risk Assessment has been developed for the PARIS electronic record system. This work in collaboration between the PARIS developers and the Physiotherapists on the Manual Handling team will ensure that all clients or patients with records on the PARIS system will have one live manual handling assessment which can be shared across teams, services and directorates. This will ensure increased safety for service users, their carers and our staff and will cut down on duplication and time taken for staff updating assessments. The form is currently being tested by the Armagh ICT Physiotherapy, Occupational Therapy and District Nursing staff and should be ready to go live soon for all relevant staff using the PARIS system.