

**Minutes of a virtual meeting of the Strategy and Transformation  
Committee held on Thursday, 9<sup>th</sup> May 2024 at 9.30 a.m.**

**PRESENT:**

Ms E Mullan, Chair of Trust Board (Chair)  
Mrs H McCartan, Non-Executive Director  
Mr J Johnston, Non-Executive Director  
Dr M O’Kane, Chief Executive  
Dr S Austin, Medical Director  
Mrs H Trouton, Executive Director of Nursing, Midwifery, AHPs and  
Functional Support Services/Deputy Chief Executive

**IN ATTENDANCE:**

Mr R Lynas, Non-Executive Director (*observer*)  
Mrs M O’Hagan, Director of Transformation and Improvement  
Mrs V Toal, Director of Human Resources and Organisational Development  
Ms E Wilson, Director of Planning, Performance and Informatics  
Mrs R Rogers, Head of Communications  
Mrs S Judt, Board Assurance Manager (*Minutes*)

**APOLOGIES:**

Ms C Teggart, Executive Director of Finance, Procurement and Estates

**1. WELCOME AND APOLOGIES**

The Chair welcomed everyone to the meeting, particularly Mr J Johnston, Non Executive Director, as a new member of the Committee and Mr R Lynas, Non-Executive Director, who was observing the meeting as part of his induction.

**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**

The Minutes of the meeting held on 1<sup>st</sup> February 2024 were agreed as an accurate record.

### **4. MATTERS ARISING**

#### **People Champion role**

Mrs Toal advised that consideration was being given to developing this role around Equality, Diversity and Inclusion in line with the regional action plan. She agreed to send some thoughts through to the Chair.

***Action: Mrs Toal***

### **5. REPORTING TO THE COMMITTEE**

The Chair stated that the Committee meeting schedule for 2025 was being developed. She advised that the frequency of some Committee meetings would be reduced to a maximum of 3 per year to allow time for progress to be made between meetings. This would be the case for the Strategy and Transformation Committee meetings. Future meeting dates, together with a Committee work programme for 2024/25 to be developed.

***Action: Chair/Board Assurance Manager***

#### **a) Strategy**

Ms Wilson referred members to the paper which outlines the current status of the development of the Trust Vision & Strategy 2030 and the development of the Annual Plan for 2024/25 to support the delivery of the Trust's Vision & Strategy 2030. Ms Wilson explained that the Annual Plan which is set in the context of the developing Vision and Strategy for 2030, will be presented to Trust Board on 20<sup>th</sup> June 2024 for approval. Delivery against the Annual Plan will be reported to this Committee.

Members commended Ms Wilson on the extensive engagement with staff to date and the commencement of engagement with stakeholders across the Trust

The 3 strategic themes of Start Well; Live Well; Age & End Well were discussed and some suggestions were made as regards Age & End Well (to include Die Well) which Ms Wilson agreed to feed back. In response to a question on constraints to delivering the strategy e.g. financial, Ms Wilson advised that one of the key enablers in the strategy is financial recovery.

Ms Wilson advised that the Vision and Strategy document was now being drafted. She raised the significant pressures on the planning division to support the many elements of strategic change underway within the Trust. The Chair referred to the need for a dedicated strategy development team to be taken forward.

*The Chief Executive joined the meeting at this point (9.53 a.m.)*

In relation to the development of a Vision Statement, Mrs Toal raised the fact that the voting responses from staff to the two shortlisted statements were low. Following discussion, the Chief Executive undertook to reference the two proposed statements at the next Chat with the Chief to encourage responses.

***Action: Chief Executive***

Ms Wilson updated on other strategic plans as follows:-

- Older People's Plan development underway;
- Unscheduled Care Plan development – strategic business case under development;
- Craigavon Site Wide Development – Strategic Outline Case nearing completion;
- Newry CTCC development – Outline Business Case DoH review complete awaiting Commissioner letter of Support.

Mrs McCartan asked how the Committee would monitor progress and requested an action plan with clear timescales. Ms Wilson advised that the Annual Plan will have measures and these would feed into Directorate scorecards. She stated that this work was caveated with the fact that the DoH Strategic Outcomes Framework was not yet available and measures/successes may have to be re-assessed.

## **b) Transformation**

Mrs O'Hagan provided a verbal update. She spoke of the need for a framework to deliver transformation and improvement in 2024/25 and beyond. She described the *RISE* Programme which she explained stands for Reform, Improvement, Savings and Efficiency. Members welcomed the idea of a branded programme with an accompanying logo that is recognisable. Members highlighted the need for a structure with a plan and clear timelines. Mrs O'Hagan advised that she would be bringing a paper to Trust Board in June 2024 that will provide the initial scoping exercise as a first step. Papers will then be provided to the Committee from the October meeting onwards.

## **c) Organisation Development**

Mrs Toal provided a verbal update. She noted that the People and Culture Steering Group will feed into the Committee. A discussion on what will be reported to Trust Board to take place with the Trust Chair.

### ***Action: Chair/Mrs Toal***

Mrs Toal spoke of the 'Insights for Managers' programme which consists of 4 modules, the first of which will be delivered during June/July and will focus on strategic context. She stated that the programme is to support Line Managers with forthcoming significant organisational change and new ways of working. She highlighted the importance of this in light of the new Vision and Strategy for the Trust, the significant digital transformation agenda and the current financial climate.

Mrs Toal advised that HROD will have a key role in the implementation of Equip (replacement system for HRPTS) as well as supporting the organisation in implementing Encompass from a people perspective, including overseeing and managing training and management of change. Therefore, the focus across all three existing work streams under the People & Culture Steering Group will be on supporting the health and wellbeing of our people (in the widest sense) in this context of significant organisational change. This includes supporting and developing line managers and senior Directorate leadership teams.

Mrs Toal raised the need for a dedicated space as a SLT to discuss how to support the strategic direction of the Trust and bring strategy, transformation and organisational development work all together.

## **6. ANY OTHER BUSINESS**

None noted.

***The meeting concluded at 10.50 a.m.***