

Interim Chief Executive Update on Emerging Issues – for Trust Board (Public)
on 3 July 2025 – finalised on 1 July 2025

1. Emerging Risks/Updates on Risks

Emerging Risks/Updates on risks covered elsewhere on Trust Board agenda.

2. Key Achievements

2.1 Children's Community Services

On 16 June the Interim Chief Executive attended a celebration event with child health nursing to celebrate attaining the gold standard UNICEF infant feeding award and on the 26 June the Interim Chief Executive attended the family nurse partnership graduation event along with the Health Minister and the Lady Mayor at the City Hall.

2.2 Cancer and Specialist Services - NI Cancer Centre Radiotherapy

Following an external audit by two assessors from the British Standards Institution (BSI) on 07/05/2025 and 16/05/2025, the Radiotherapy Physics Service has successfully had its ISO 9001 certification continued against the ISO9001:2015 standard. There were no non-conformities identified during the audit. Additionally, the team received notification that it passed the dosimetry audit carried out by the Scottish+ Dosimetry Audit Group that took place in January 2024 for VMAT delivery, all results were within tolerance

2.3 Cancer and Specialist Services - Human Tissue Authority (HTA) Mortuary – routine inspection and first unannounced inspection.

Verbal feedback was provided to BHSCCT on 27 June 2025, by HTA Lead Inspector. This inspection has 72 standards. The Inspector fed back on "5 shortfalls" which the team have already commenced the Correct Action and Preventative (CAPA) Plan for response on receipt of the final written report (in 20 days). The Inspector commended the excellent work, excellent teamwork and leadership of Dr Brian Herron.

2.4 Child Health & NISTAR / Maternity, Dental, Gynae & Sexual Health Services – Regional Andrology Service

There was a UKAS assessment of the Regional Andrology Service (within the Regional Fertility Service) completed on 10 June 2025.

This was a very successful visit with only 3 findings noted; 2 of which were recommendations that the assessors were able to close off at the time of the assessment visit and 1 remaining non-conformance which the team will be able to address quickly.

2.5 Adult Community and Older Peoples Services and AHPs Memory Services National Accreditation Programme (MSNAP)

Belfast Trust Older Peoples Mental Health Services has been awarded with MSNAP accreditation by the Royal College of Psychiatrists.

Accreditation involves assessing services against a set of evidence-based standards through the processes of self-review and peer review.

The accreditation period is three years, subject to a satisfactory interim review. BHSC is the only Trust in Northern Ireland to have achieved this accreditation and we are helping other Trusts as they commence the process.

3. Other Updates

3.1 The Big Discussion

A series of 4 workshops were led by the Chief Medical Officer and the Chief Nursing Officer. Following these 4 workshops a series of workstreams have been established. These are outlined below.

1. Fractured Neck of Femur Pathway Improvement Group – Sponsor: Tracey McCaig

Lead / Co- lead: Both BHSCCT

olga.oneill@belfasttrust.hscni.net / martyn.neil@belfasttrust.hscni.net

Aim Statement:

Improve the patient journey for those on a fractured neck of femur pathway to meet the 48-hour target time to theatre.

2. Supporting People to Be Well and Cared for at Home Team - Sponsor: Prof. Maria McIlgorm

Lead / Co- lead: 2A. Alex Greer – GP Federation –

alexgreer1414@gmail.com / Colin McMullan – Belfast Trust –

colin.mcmullan@belfasttrust.hscni.net

Lead / Co- lead: 2B Colin McMullan – Belfast Trust -

colin.mcmullan@belfasttrust.hscni.net / Patricia Higgins –

patricia.higgins@nisc.hscni.net

Overall Theme: Prevent unnecessary hospital admissions and support community care.

Project 2A: Enhanced Supports to Care Homes

Project 2B: Home Visit Programme for Frailty Levels 2 & 3

3. Frail Elderly Pathway for ED Attendees Post-Fall – Sponsor: Peter Toogood

Lead / Co- lead: NHSCT Suzanne.Pullins@northerntrust.hscni.net

Aim: An agreed pathway for frail elderly (>65 years) attending ED following a fall that reduces the opportunity for deterioration and deconditioning.

4. Avoiding Admission for End-of-Life Care – Sponsor: Cathy Harrison

Lead - David Robinson - david.robinson@setrust.hscni.net

Project Title / Aim:

How might we avoid admission for end-of-life care so that patients' healthcare preferences are respected, and avoidable ambulance conveyance and ED attendances are reduced.

5. Identification and Risk Stratification of Frailty in Over 65s - Sponsor: Tom Simpson

Group Lead Sandra Aitcheson - Sandra.Aitcheson@hscni.net (Co lead being sought)

Aim: The identification and risk stratification of frailty in the over 65 population using EFI(2) tool and Encompass data.

6. Provision of appropriate (realistic) care based on balance of benefit, risk, and need (with avoidance of over-investigation / over-treatment). (working title)

- Sponsor Prof. Sir Michael McBride

Lead Medical Team:

- Professor Lourda Geoghegan - Lourda.Geoghegan@health-ni.gov.uk
- Stephen Austin - stephen.austin@southerntrust.hscni.net
- Chris Hagan - Chris.Hagan@Belfasttrust.hscni.net
- Dawn Ferguson (TBC) - Dawn.Ferguson@southerntrust.hscni.net

7. Advanced Care Planning – Sponsor: Jim Wilkinson

Aim: How do we ensure that every person admitted to a care home has an advanced care plan and how do we ensure this is visible to members of the care team. (working title)

Leads Michael O'Neill

3.2 BHSCT Accountability and Oversight Arrangements

Belfast HSC Trust have been assigned the highest level (level 5) on the Support and Intervention Framework, the Department's Performance Accountability Framework.

The attached papers were only agreed at the newly established accountability and assurance meeting on Friday 27 June, and therefore are provided in the context of this Interim Chief Executive Update.