

Chief Executive Update on Emerging Issues and Achievements – for Trust Board

(Public) on 25 June 2026

1. Emerging Risks/Updates on Risks

1.1 Muckamore Abbey Hospital Inquiry Update – Verbal Update from Chief Executive

2. Key Achievements

2.1 Podiatry Team win at the UK Advancing Healthcare Awards – C McMullan

The Podiatry team won in the Excellence in Community Partnerships to improve Population Health category for their project ‘Missingness’.

The project reframes missed appointments in people with diabetes as markers of unmet need rather than patient failure. The team sought to understand ‘missingness’ as a population health issue and treat DNA’s as people, not statistics.

Through research they identified strong links between missingness and multiple co-morbidities and social deprivation. In response, solutions were co – designed with patients, community pharmacies, dialysis teams, secondary care and community partners to implement revised follow up pathways and strengthen discharge pathways from secondary care to community.

Outcomes include reduced missed appointments in high-risk groups, improved access and continuity of care. The initiative strengthens equity, enhances patient experience and demonstrates how targeted, system level change can improve diabetes foot outcomes.

This project will be spread and scaled up regionally and could be applicable to other chronic disease conditions and inclusion services.

2.2 Radiotherapy Physics – M Mulholland

Following a two day external audit by an assessor from the British Standards Institution (BSI) on 01/06/2026 and 02/06/2026 , 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.

3. Other Updates

3.1 Launch of Dementia Information and Support Services booklet, for people living with dementia, their families and carers in Belfast – C McMullan

To improve navigation of services for people with a dementia diagnosis and their families, this new resource has been coproduced in partnership with people living with dementia, carers, Alzheimer's Society, Dementia NI, and Trust staff. The booklet aims to make it easier for people with dementia and their families to find and use services. It includes helpful information about Trust services, as well as other support available across Belfast.

The booklet will form an integral part of service navigation, information sharing, and support for everyone affected by dementia.

Copies of the booklet are available in the Boardroom if people want to browse or take a copy.

3.2 Recent civil unrest – O O'Neill/A Andrews/A Campbell

During the recent civil unrest, once again staff demonstrated their compassion and willingness to go above and beyond to support colleagues and ensure as far as possible continuity of service. We heard stories of staff driving colleagues home from work and occasions when staff asked colleagues to stay with them in their homes. Formal communications were issued to staff to encourage anyone concerned about their safety to discuss options with their line manager, for example by changing start/finish times, shift patterns or working from home (if possible, in the role they undertake). The communications also highlighted sources of support, both internal and external to the Trust for staff impacted by the civil unrest, [Violence and Aggression: It's Not Part Of The Job](#)

Car-parking, Security and Duty Manager staff aimed to provide additional protection to staff by :

- Opening staff car park barriers to allow staff access to secure parking close to places of work
- Adjustments to closure times of gates to ensure safe access and egress for staff arriving and leaving our hospitals
- Close monitoring of CCTV cameras across our hospital sites including detection of any potential anti-social behaviour or potential intimidation
- Provision of individual escorts for individuals via request to Security

There was additional PSNI support, following a request made to the PSNI.

In relation to the impact on Trust services, the peak disruption occurred on 10 June.

Community and Intellectual Disability services experienced significant patient/service user impact during this period, with impacts to day centres and commissioned providers. Services stabilised by 12th June, with no overnight impacts reported.

There were 16 inpatient/day case cancellations (2 procedures cancelled 9/6/26 and fourteen procedures cancelled 10/6/26), and 740 outpatient cancellations (Twenty patients cancelled 9/6/26 and seven hundred and twenty patients cancelled 10/6/26).

The large majority of cancellations were caused by patients cancelling their appointments due to travel impact/concerns. These have been recorded as hospital cancellations rather than DNAs to ensure these patients are not penalised.