

Health and Wellbeing 2026 – Delivering Together - Progress

On 25 October 2016, the then Minister of Health, Michelle O'Neill launched "**Health and Wellbeing 2026: Delivering Together**". Her vision for transformation of health and social care was based on the report of the Expert Panel, led by Professor Rafael Bengoa.

Aligned with the aspirations in the draft Programme for Government, the ambition in *Delivering Together* is for every person to lead **long, healthy and active lives**. However, it is clear that if we are to address the considerable challenges ahead, we must build on reform which has taken place in the past, work in partnership with those who use and deliver services, and achieve whole system transformation.

In addition to a long term roadmap, *Delivering Together* set out a range of priorities for the initial 12 month period to make a **positive and ambitious start** towards the stabilisation, reconfiguration and transformation of our health and social care system. **Good progress is being made** with a number of these priorities already achieved, or nearing completion. However, considerable challenges remain.

In taking forward the changes in *Delivering Together*, a number of areas of transformational work were already underway, whilst others required dedicated workstreams to be established to **bring together those with the skills, knowledge and experience** from a wide range of backgrounds. Each of these workstreams adopt various operating models ranging from task and finish groups to formal programme boards, depending on the nature of the work.

These new groups were set up under the operational governance of the **Transformation Implementation Group**, which is chaired by Permanent Secretary and comprises senior leaders from across the HSC. The notes and actions from TIG meetings are regularly published on the Department's website at; <https://www.health-ni.gov.uk/publications/transformation-implementation-group-tigmeetings-notes-and-action-points>

The dedicated workstreams which have been established under the governance of the Transformation Implementation Group are:

- Community Development Approaches
- Multidisciplinary Teams in Primary Care
- Service Reconfiguration Reviews
- HSC Restructuring
- Elective Care Plan
- Workforce Strategy
- Leadership Strategy
- Improvement and Innovation system
- Innovative use of social procurement clauses

The table below sets out the latest position regarding all of those areas of transformation work which are currently being overseen by the Transformation Implementation Group.

Workstream	Lead	Progress to date
Expansion of community development approaches	Mary Black (PHA)	<p>The objective of this workstream is to invest in HSC community development resources to work alongside all communities to enable social inclusion, and tackle health inequalities and the underlying contributory factors including poverty, housing, education and crime.</p> <p>Work is ongoing with community groups to develop a strategic framework; with a view to finalising by end of October 2017.</p> <p>The membership of the workstream includes representation from: NICVA, Health Living Centre Alliance, Community Development and Health Network, and the Community Foundation for Northern Ireland.</p>
Multidisciplinary Teams in Primary Care	Mark Lee (DoH)	<p>This workstream was set up to support the development of new models of primary care to ensure there are multi-disciplinary teams with the right mix of skills focussed on the patient.</p> <p>A workshop was held on 7 June 2017, to explore with Trusts the current practice for multi-disciplinary working in primary care. Research continues into potential models of multi-disciplinary teams in primary care with ongoing engagement with stakeholders. This includes work with the Northern Ireland Ambulance Service to explore the potential to include paramedic staff in these multi-disciplinary teams. It is planned to have a refined model by September/October 2017, including a plan for roll-out, with implementation of the 1st phase intended to commence in November 2017.</p> <p>The workstream includes representation from the Royal College of GPs.</p>
Service Reconfiguration Reviews	Dr Michael McBride (DoH)	<p>A number of areas of work under the umbrella of this workstream are underway to take forward recommendations set out in the Expert Panel report – Systems not Structures; Changing Health and Social Care. Good progress is being made.</p>

Elective Care Centres - A small data analysis group has been established from across the Health and Social Care system to collect and analyse the information necessary to inform the possible future configuration of elective care surgery centres in Northern Ireland. The Group visited an elective care centre in Bristol 30 May 2017. This task and finish group led by Dr Niall Herity, BHSCT continues to gather evidence and engage with key surgical specialities and is on course to deliver its report by autumn 2017.

Stroke - The pre consultation on the reshaping of stroke services launched on 13 June 2017 and will conclude on 15 September 2017. Meetings have been held with stroke survivors, their families, carers, charities and other key stakeholders to genuinely listen to views, concerns and ideas on how to reshape stroke services. A series of public meetings facilitated by Chest Heart and Stroke, on behalf of the HSC, will also run in September, prior to the end of the consultation, across the province. The findings of this pre-consultation will inform the design of a new model for stroke services and a formal public consultation on more detailed proposals for change, is planned for the Autumn of 2017, after which final recommendations will be submitted to the Minister of Health for consideration.

Diabetes - Progress has been with the implementation of the Diabetes Strategic Framework with a number of programmes of work agreed and underway. Baseline data on the Insulin Pump service has been collated and from this, the in-year and 18/19 requirement for new and replacement pumps for adults has been established. Involvement of people using pumps is necessary to finalise the design of the service and distribution model to support new and existing users – update due to Project Group in September.

Imaging - Consultation to launch autumn 2017. Preliminary work continues on review's recommendations.

		<p>Paediatrics - The paediatric strategies were published 30 November 2016. Work to develop a paediatric network, has been initiated and is being led by the Public Health Agency (PHA). A start up workshop was held in May 2017. The network design group is now considering the concept of an accountable care partnership for paediatrics. It is envisaged that, when developed, these proposals will be submitted for consideration by the Transformation Implementation Group (TIG) in autumn 2017. In light of these more extensive proposals, network design is unlikely to be completed before January 2018.</p> <p>Pathology - Consultation responses report received by the Department in August 2017. The Health and Social Care Board (HSCB) is engaging with Pathology Network regarding the options outlined.</p> <p>Breast Services - The first meeting of the Breast Assessment Review Project Board was held on the 3 May 2017. Criteria for assessing service options for future service models of care were proposed by the Project Board. Meetings were held with major cancer charities to make them aware of the review of breast services. 500 patient surveys were issued with around 170 responses received. Public meetings and patient focus groups were held in August 2017. The findings from the patient survey and focus groups are in the process of being written up. Work is ongoing regarding the refinement of the criteria.</p> <p>NIAS (D&C) - The finalised Demand and Capacity Review reports on Field Operations and Control Room Operations were discussed and approved at the NIAS Board Meeting on 17 August.</p>
Elective Care Plan	Jackie Johnston (DoH)	The Elective Care workstream was established to improve elective care services, including addressing the problem of long waiting lists.

		<p>The Elective Care plan was published in February. Work is ongoing to monitor progress. Investment is required to take forward the commitments in the Plan to transform the delivery of elective care services.</p>
Workforce Strategy	Andrew Dawson (DoH)	<p>The objective of this workstream is to develop a workforce strategy covering all aspects of the HSC workforce, including retention and recruitment; opportunities for introducing new job roles; and upskilling initiatives.</p> <p>The oversight of this work is provided by the Workforce Strategy Steering Group which reports to TIG. The first meeting of the steering group was in January 2017 meeting monthly thereafter through to May 2017. Membership of the steering group included representatives from various trade unions.</p> <p>In pursuance of the commitment to develop proposals through co-production, three initial 'engage' events were held in January 2017, to capture views from a wide range of stakeholders and the workforce as to what a Workforce Strategy needed to include. A programme of focus groups was also arranged, facilitated by Trust colleagues, but open to all HSC workers.</p> <p>Work continues with the steering group members to achieve consensus on objectives, themes, actions, outputs and outcomes, and consequently, co-produce the final draft strategy. A draft strategy document report was shared with the Workforce Strategy Steering Group and other stakeholders on 1 September. The Steering Group is due to meet on 29 September to agree draft Strategy. The final draft strategy is due to be considered by TIG in October 2017.</p>
Leadership Strategy	Myra Weir (SEHSCT)	<p>The objective of this workstream is to develop an HSC-wide Leadership Strategy, to consider a 5 year approach and plan for development of collective leadership behaviours across our system.</p>

		<p>A Leadership Strategy Workstream Core Group was established to forward the development of the strategy and included representatives from across the HSC System, CO3, Service users, Unison and RCN. Seven engagement events took place over 5 different locations throughout the province. Four key questions were agreed by the core group for discussion at the events.</p> <p>The draft Leadership Strategy has been validated and tested with a number of stakeholders, including over 60 participants from engagement events, the Co-Production Working Group, and Top Management Group in the Department. The draft Strategy was approved at the most recent TIG meeting on 9 August and work is underway in terms of publication and plans for implementation.</p>
Scaling-up Innovative Practice/ Improvement Institute	Dr Paddy Woods (DoH)	<p>The purpose of this workstream is to design a regionalised improvement and innovation system with the goal of improving outcomes for individuals and populations at scale, with available assets.</p> <p>A regional workshop was held in June 2017 to further develop the model for a regional improvement system. A small number of significant areas of practice have been identified which would enable a test of scale and spread and it is proposed that these will be taken forward in Phase 1 (July 2017- March 2018).</p> <p>Membership of this workstream included representatives from an Integrated Care Partnership and the Healthy Living Centre Alliance.</p>
Innovative use of social procurement clauses	Peter Wilson (BSO)	<p>This workstream was established to create a toolset, training opportunities and expertise to create an environment within HSC where commissioners and procurers (at all levels), understand how to maximise the benefits of social procurement clauses and are equipped to procure services which deliver measurable social benefits.</p>

		<p>Procurement and Logistics Service (PaLS) Strategic Sourcing Model was revised to include provision for Social Clauses as a consideration at tender. This will be reinforced through amendment to the standard Tender Strategy checklist and is due to be completed end of September.</p> <p>Membership of the workstreams includes representation from the voluntary community sector.</p>
HSC Restructuring	Sharon Gallagher (DoH)	<p>This workstream was set up to develop a design for new structures and approaches to support the reform of planning and administration of HSC.</p> <p>A broad structural framework was set out in January 2017, and further discussed and noted at Transformation Implementation Group in April 2017. As well as confirming that the HSCB would close, the model described the strategic leadership role of the Department, with the Public Health Agency working alongside the Department, and with Trusts having greater autonomy in future for planning and delivery of local services, in partnership with other providers.</p> <p>It is intended that a paper outlining proposals for PHA operating model will be discussed at TIG in September 2017.</p>
Reform of adult social care and support	Chris Matthews (DoH)	<p>The objective of this work area is to consult on proposals for the reform of adult social care and support.</p> <p>The Expert Advisory Panel Report on the Reform of Adult Care and Support is complete and is to be considered by incoming Minister prior to publication and launching of public consultation. Work is underway to identify opportunities to continue engagement and to plan for the forthcoming consultation.</p> <p>A number of voluntary and community representatives are on the Reform of Adult Care and Support Project Board.</p>

Community Pharmacy Development	Mark Timoney (DoH)	<p>This was established to begin development of a new framework to fully realise the potential of community pharmacy services.</p> <p>The development of a new framework has begun. A Memorandum of Understanding to support the development of NI community pharmacy contractual arrangements was signed January in 2017. The design of services & cost investigation on pharmacy services was completed in June 2017 while the development of financial envelope for the contract is underway. The conclusion of agreement is dependent on the overall budget settlement and appointment of Minister.</p>
NIECR (rollout to pharmacists/ opticians)	Sean Donaghy (HSCB)	<p>This work area is to support pharmacists and optometrists to access the NIECR, to support their capacity to deliver better care.</p> <p>There has been an increase in the number of community pharmacies in the Northern Local Commissioning Group area with access to Northern Ireland Electronic Care Record (NIECR).The rollout of this is taking place during 2017, and it is planned that all pharmacies and optometrists will be in a position to use the NIECR service by March 2018.</p>
Improving and Safeguarding Social Wellbeing Strategy	Christine Smyth (DoH)	<p>This work area must ensure full implementation of Improving and Safeguarding Social Wellbeing Strategy.</p> <p>All 5 HSC Trusts have established a Local Engagement Partnership (LEP). Work is also ongoing in 2017/2018 to establish a Regional Leadership Forum representing social work leadership across the whole system in NI.</p> <p>A Leadership Event for Social Workers held on 20 June 2017 entitled “Moving Forward Together” and was co-produced with people who use services and social workers. A framework for social work/care and social wellbeing was launched at this event, in line with the former Minister’s commitment to strengthen the links between social care and social wellbeing as part of Delivering Together.</p>

Domiciliary Care Workforce Review	Andrew Dawson (DoH)	<p>This area of work must consider findings of the Domiciliary Care Workforce Review.</p> <p>As agreed by the Regional Workforce Planning Group (RWPG), Workforce Policy Directorate, supported by social care colleagues, has carried out a workforce review for the domiciliary care workforce. This Review has been agreed by TMG in March 2017.</p>
Nursing and Midwifery Task Group	Charlotte McArdle (DoH)	<p>This Group focusses on the need to produce a report with recommendations for maximisation of contribution of nursing and midwifery to improving outcomes for the population</p> <p>Front line staff have been invited to join a number of sub-groups. The NMTG last met 31 August. A series of 'Improvement workshops' are scheduled from September to November to co-produce potential actions where nurses and midwives can maximise their impact and make a difference to achieve the agreed outcomes in the areas of Workforce; Population Health; and HSC Nursing Care.</p>
Healthy Child, Healthy Future Programme	Mary Frances Mc Manus (DoH)	<p>This was established to ensure the full delivery of Healthy Child, Healthy Future Programme.</p> <p>'Healthy Child, Healthy Future', is a public health programme, which offers every family information and guidance to support parenting, and make healthy choices, which enables children and their families to achieve optimum health and wellbeing. Health visitors and school nurses are the key health professionals responsible for the delivery of 'Healthy Child, Healthy Future'.</p> <p>Programme implementation continues through Healthy Futures Programme Board.</p>
Q2020 attributes framework	Charlotte McArdle (DoH)	<p>Train staff to support the continued rollout of the Q2020 Attributes Framework</p> <p>Resources developed at levels 1, 2, 3 & 4 of the attributes framework. Level 1 training is complete and level 2 is in production with the Trusts leading on that work.</p>

User Feedback Platform	Charlotte McArdle (DoH)	<p>The purpose of this work area is to consult on proposals for, and complete design of a new user feedback platform open to all those who use and deliver our services.</p> <p>A paper was completed proposing that a specification and business case be developed for the procurement of an off the shelf Real Time User Feedback System. The procurement of an “off the shelf” solution scheduled for completion in March 2018.</p>
Mental Health	Chris Matthews (DoH)	<p>This ensures further support for perinatal mental health; expansion of services to deal with trauma of past; committed to achieving parity of esteem with physical health.</p> <p>In terms of parity of esteem, there remains an overarching aim to improve funding for mental health.</p> <p>An options paper to establish comprehensive regional community-based peri-natal service, plus six-bed mother and baby unit is to be put to an incoming Minister.</p> <p>Consideration of distribution of funding for mental health projects from dedicated funding stream is ongoing/awaiting new Minister. The Mental Trauma Partnership Board is in place to oversee ‘Trauma of the Past’ service model.</p>
Looked After Children	Eilis McDaniel (DoH)	<p>This work area is designed to ensure provision of early support and intensive support where it is required, create the conditions that enable families to provide loving, caring, supportive and nurturing environments for their children and, as a consequence, reduce the number of children and young people entering public care; and the creation of a public care system which achieves the best possible outcomes for children and young people in care and after care.</p> <p>Work continues on development of the Looked After Children (LAC) Strategy and associated implementation plan. The review of regional specialist children’s services is ongoing - stakeholder workshops were held in May/July 2017 with the draft review report due in September 2017. The</p>

		<p>consultation on the Adoption and Children Bill has concluded and an analysis of responses is ongoing.</p> <p>The HSCB hosted a workshop on children’s residential care in March 2017 and has arranged a further series of workshops to consider a range of issues relevant to looked after children;</p> <ul style="list-style-type: none"> • September 2017 – Foster Care • November 2017 – Edge of Care • January 2018 – Family Support <p>In August there was a meeting with the HSCB to cost and timetable the draft Implementation Plan for the LAC Strategy. Other work being undertaken in connection with the LAC Strategy includes: the development of consultation papers; and the drafting of 2 children’s versions of the strategy document. The focus continues to be on preparing the LAC Strategy for formal consultation during the autumn (subject to Ministerial approval).</p>
<p>Family Support Hubs/ Early Intervention Transformation Programme</p>	<p>Eilis McDaniel (DoH)</p>	<p>This was established to ensure provision of early support and intensive support where it is required, create the conditions that enable families to provide loving, caring, supportive and nurturing environments for their children and, as a consequence, reduce the number of children and young people entering public care; and the creation of a public care system which achieves the best possible outcomes for children and young people in care and after care.</p> <p>All 29 family support hubs continue to operate and to receive referrals from a range of statutory agencies including GPs; health visitors; schools; CAMHs and education welfare services.</p> <p>Work is ongoing to establish how Family Support Hubs can better connect with other Hub arrangements, including Health and Well-being Hubs and PSNI-led Concern Hubs, which target vulnerable adults, some of whom may be parents. Further planned enhancement of Hubs is subject to</p>

		<p>the availability of funding. A workshop to consider Hub connections is being planned for early Autumn. A bid to support the enhancement of Family Support Hubs was developed as part of transformation fund considerations.</p> <p>Work continues to implement the Early Intervention Transformation Programme (EITP). Four new projects have been approved (Early Intervention Child Care; Family, Drug and Alcohol Court; Prisoners' Families; and Play and Leisure). Work is ongoing to prepare business cases and implementation plans. A new Programme Manager was appointed in July 2017.</p> <p>Several EITP projects have now concluded as planned and EITP will continue to support a range of projects across the lifespan of the programme.</p> <p>A Gateway Review exercise is under consideration to review the projects' performance against sustainability and transformation criteria.</p>
<p>Encompass Programme (formerly EHCR)</p>	<p>Sean Donaghy Dr Michael McBride (SRO) for the Programme</p>	<p>This was set up as a programme of work to invest in and develop HSC IT systems to:-</p> <ul style="list-style-type: none"> a) address the risk to the continuity of existing systems and services by replacing at-risk systems in a cost effective manner; and b) improve the current service <p>The Electronic Health Care Record (EHCR) programme has been rebranded as Encompass Programme. A revised Outline Business Case has been submitted to the Department.</p>

<p>Patient Portal/ Health Analytics</p>	<p>Sean Donaghy (HSCB)</p>	<p>This was set up to expand the range of information and interaction available to citizens on-line and development of a patient portal for dementia patients.</p> <p><i>Patient Portal</i> Programme Board agreed best option for the patient portal supplier in July 2017 with a delivery date set for January 2018.</p> <p><i>Dementia Data Analytics</i> Following extensive stakeholder engagement and best practice assessment, a twin track approach is proposed, taking forward internal recruitment, alongside utilisation of external expertise, to enable the project to “hit the ground running” early in relation to the analysis of data.</p>
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