

CORPORATE PLAN 2022-23



Working together



Excellence



Openness & Honesty



Compassion

FOREWORD

The next 12 months will be a critical period for us to stabilise and improve levels of service delivery following the Covid-19 Pandemic.



DR MARIA O'KANE
CHIEF EXECUTIVE



EILEEN MULLAN
CHAIR

This Corporate Plan sets out our priorities for the year ahead, 2022/2023. This one year plan provides a bridging position from our last Corporate Plan whilst we start to engage with our staff, service users, statutory partners and the wider community on the development of our next Corporate Plan 2023-2028. Our next plan will align with the Executive's mandate, including new agreed outcomes for our population that will be further developed as we move forward into more integrated care systems.

For this year, we will focus all of our services on three key priorities:

1. **Stabilising, Rebuilding and Growing**
2. **Improving access to planned services for our patients**
3. **Supporting unplanned, urgent and emergency services**

Trust teams will use these priorities to guide their own plans in the year ahead.

Delivering health and social care has never been more challenging as we manage increasing demand for services despite gaps in our workforce. We need to make good decisions for our whole population and provide the best service for everyone. Looking forward, this will require more collaboration across all areas of the service, sharing expertise across the whole system and pooling our resources to ensure that safe, high quality and compassionate care is provided.

It is essential that we remain accountable for the money that we spend each year and that our processes are as efficient as possible. We manage approximately over £950m annually and we will continue to improve safety, value, productivity and sustainability in all that we do.

This year also sees the launch of "Our People 2022-2025" - our new key enabling framework, underpinned by our core HSC values, to help us deliver our vision of care and equip us to be ready for future changes and challenges. Our ambition, put simply, is to create a great place to work, a workplace where we are engaged, feel valued and work well together. Our framework outlines what we will focus on to achieve the desired cultural change, supporting the transformation of our workplace to enable the transformation of our care. If we want to provide the best care for our service users, we need to provide the best care for our people and also our staff..

We look forward to sharing this journey with you.

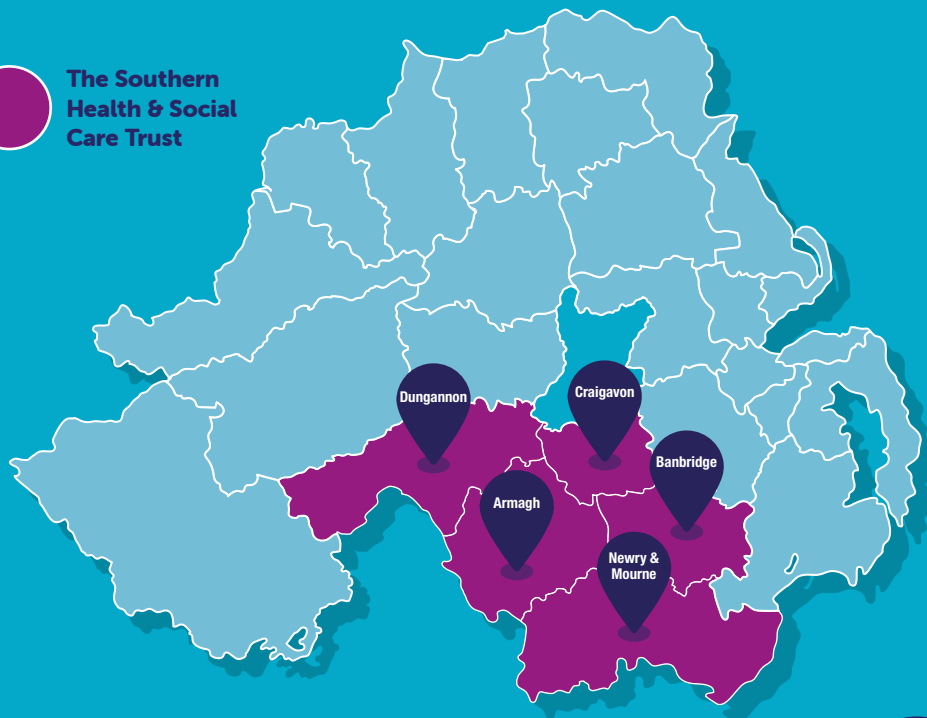
Eileen Mullan

Dr Maria O'Kane

ABOUT OUR TRUST

The Southern HSC Trust provides health and social care services to the council areas of Armagh, Banbridge and Craigavon, Mid Ulster, and Newry Mourne and Down.

 The Southern Health & Social Care Trust



Population

We provide acute and community health and social care services to a population of **383,541 adults and children**



Workforce

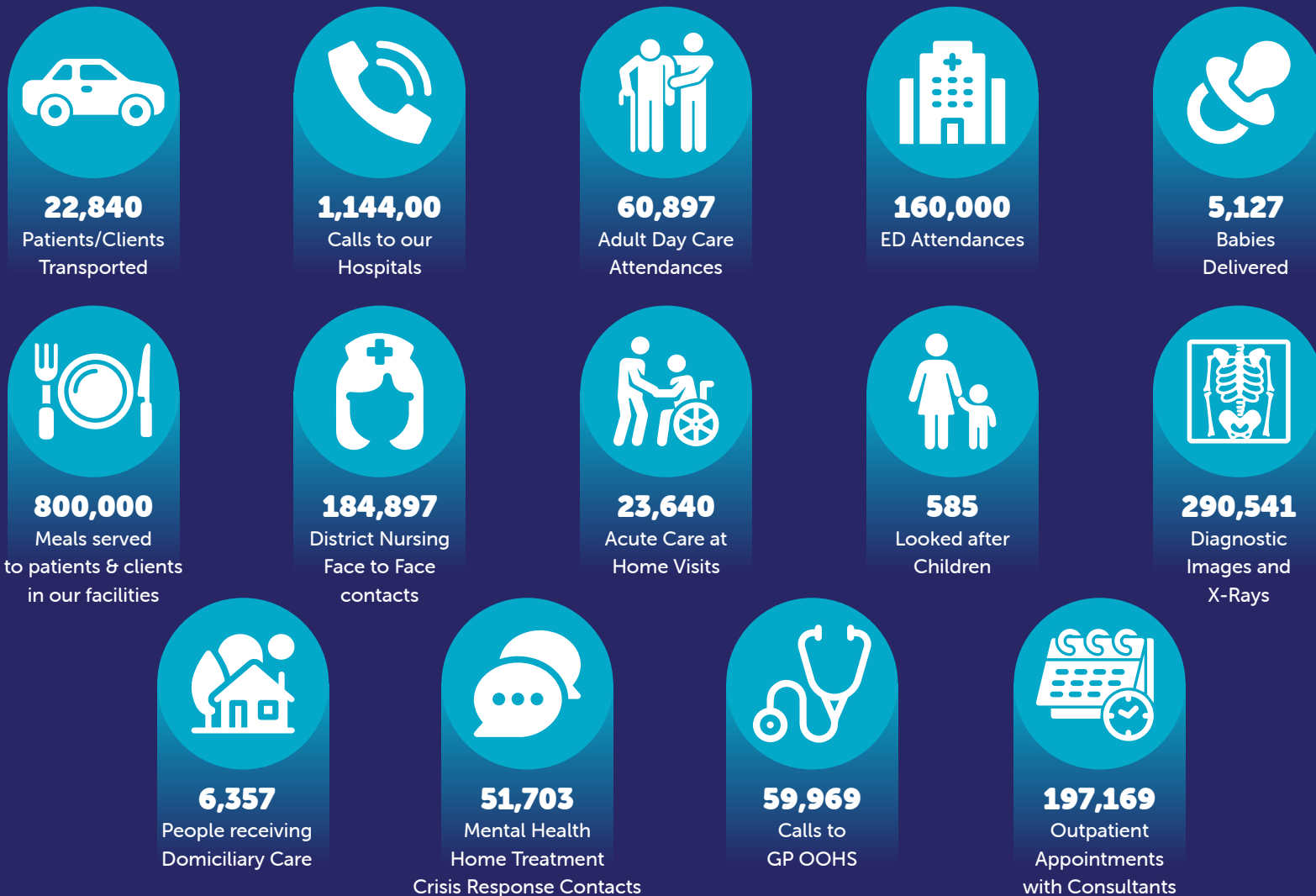
We employ a workforce of **15,519 people** to provide health and social care to our local population



Finance

We spend almost **£2.6 million** per day delivering care to local people

A SNAPSHOT OF SERVICES WE DELIVER IN A TYPICAL YEAR



OUR VISION AND VALUES

We remain committed to our vision which is to deliver, safe, high quality care that is co-produced and co-designed in partnership with service users and staff who deliver our services.



Working together



Excellence



Openness & Honesty



Compassion

This vision is reflected in our current **Trust Corporate Objectives**, which are underpinned by our Health and Social Care Values - Working Together, Excellence, Openness & Honesty and Compassion.



REGIONAL CONTEXT

The Northern Ireland Executive Programme for Government - 'Draft Outcomes Framework' will drive changes to the delivery of our public services. Health and Social Care Services are moving forward into a new Integrated Care System (ICS) model .



Integrated Care System

Delivering together to improve the health and wellbeing of the people of Northern Ireland and enable the healthy population to live long, healthy, active lives.

This will improve collaborative working and the Trust, as a partner, will work in the new Area Integrated Partnership Board with key community and statutory partners and contribute to the strategic outcomes aligned to the draft Programme for Government.

We will work with these partners to deliver services to our local population with a focus on reducing health inequalities and considering the wider factors that impact on our health.

TRUST APPROACH

Our corporate plan for 2022 - 2023 sets out our key priorities for this year.

This is supported by 'Our People' – a framework for transforming the workplace through our staff.

Our approach to delivering our Corporate Plan is also enabled by our key strategies. This year our key areas of focus will be on safety, patient and service user experience, estates, finance and digital.





OUR CORPORATE PRIORITIES

WHAT WE WILL DO

This year, reflecting the challenges of the last two years, we will focus on 3 equal priority areas:

1

**STABILISING,
REBUILDING
AND GROWING**

2

**IMPROVING ACCESS
TO PLANNED
SERVICES FOR
OUR PATIENTS**

3

**SUPPORTING
UNPLANNED, URGENT
AND EMERGENCY
SERVICES**



CORPORATE PRIORITY 1 STABILISING, REBUILDING AND GROWING

We will:

- ✓ Address workforce challenges; stabilise the workforce and strengthen our professional corporate governance.
- ✓ Strengthen our approach to leadership and management development, and conclude our review of Directorate structures
- ✓ Improve work life balance through strengthening our approach to flexible working
- ✓ Develop and launch our vision for hospital services
- ✓ Develop strategic partnerships and play an active role in the new integrated care system of planning
- ✓ Look for opportunities to strengthen community services, to support service users and carers alike
- ✓ Develop a Perinatal Mental Health Service



CORPORATE PRIORITY 2 IMPROVING ACCESS TO PLANNED SERVICES

We will:

- ✓ Improve access to elective and planned services for children, adults, older people and those who are vulnerable
- ✓ Optimise our capacity for assessment, diagnostics, treatments and interventions
- ✓ Develop a Rapid Diagnostic Centre Service at South Tyrone Hospital
- ✓ Reduce the time service users wait for urgent, red flag and time sensitive surgery
- ✓ Progress work on the Cancer Recovery Plan including implementation of the Cancer Strategy
- ✓ Embed health improvement practices across our services to support vulnerable groups to reduce health inequalities
- ✓ Increase capacity in day centre and day opportunities to support our most vulnerable groups
- ✓ Purposefully respond to carers' and families' concerns about service user access



CORPORATE PRIORITY 3

SUPPORTING UNPLANNED, URGENT AND EMERGENCY SERVICES

We will:

- 
 Work collectively across our unscheduled and emergency pathways to optimise patient flow and alternatives to admission in line with the regional 'No More Silos': Urgent and Emergency Care plan
- 
 Focus on the development of services that provide 'same-day' assessment and care and respond quickly with advice and access to rapid assessment services
- 
 Work to ensure access to inpatient mental health beds for those who need them
- 
 Work to develop new models of service provision to maintain the delivery of emergency general surgery and dementia services
- 
 Support service users to remain as independent as possible and lead productive lives at home; receiving care in their communities when this is possible and in keeping with the Trust approach, whereby "Home is the Hub"
- 
 Work with our partners to improve health and wellbeing for our local population, with strategies for early intervention and prevention, including Toward Zero Suicide
- 
 Remain able as a system to continue to respond to emerging health needs



HOW WILL WE KNOW IF WE ACHIEVE OUR CORPORATE PRIORITIES AND MAKE A DIFFERENCE

In order to ensure we make the best use of all our resources and deliver the outcomes we seek for our population we will assess and report on what we do from multiple perspectives including safety, experience of staff and service users, impact and effectiveness, efficiency, timeliness and equity.

**We will measure
what we do**

**We will review
how well we do it**

**We will assess the
value we add**

WELLBEING
BELONGING
GROWING



ABOUT OUR PEOPLE FRAMEWORK

Our People Framework is about enabling us all to thrive and be our best to support the delivery of safe, high quality, compassionate care and support. It outlines what we will focus on to achieve the desired cultural change, supporting the transformation of our workplace to enable the transformation of our care. It is an enabling strategy that responds specifically to the strategic ambitions relating to our culture and valuing our people.

Positivity, compassion, respect, dignity, engagement and high-quality care are key to creating the culture we need.

This framework outlines our three people priorities – **WELLBEING, BELONGING AND GROWING**, including what we will focus on over the next three years in order to continue to care for, engage, retain and recruit colleagues.

It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as actions to grow our workforce, train our people, and work together differently to deliver care to our patients and service users. It recognises the need to deal decisively, consistently and quickly with behaviours inconsistent with our values and, just as importantly, it highlights that your health and wellbeing needs to be at the heart of all we do.

Our People Framework will enable us to deliver our vision of care, achieve our objectives and be ready for future changes and challenges. It will serve as a living, breathing commitment to value and support our people and will provide a route map towards a thriving organisation, where we all work together.

‘...cultures of engagement, positivity, caring, compassion and respect for all – staff, patients and the public - provide the ideal environment within which to care for the health of the nation. **When we care for staff, they can fulfil their calling of providing outstanding professional care** for patients.’

PROF MIKE WEST



Our People Priorities

We have three people priorities; **Belonging, Growing and Wellbeing** which we will focus on in order to enable us to engage, recruit and develop the best people, in order to achieve our goals and create positive transformational culture change. We must ensure you get the best experience of work. We know that caring for you is as important as caring for our patients and service users.

WELLBEING

BELONGING

GROWING



OUR ENABLING STRATEGIES AND FRAMEWORKS

Key strategies are at the core of our approach and shape the environment and culture in which we deliver health and social care. In all we do we will seek to adopt a quality improvement approach.

OUR PRIORITY STRATEGIES FOR DEVELOPMENT AND LAUNCH IN 2022/23 ARE:

'Safe Today, Safe Tomorrow'

ensuring our services are safe

'Working Together'

ensuring the best possible patient and service user experience through involvement and improvement

Estates

ensuring we improve our estate, utilise it effectively and be proactive in managing our environment sustainably.

Digital Strategy

will seek to harness technology to enable and improve the services we deliver.

Finance

ensuring that the Trust spends within its financial target, demonstrates value for money, making the best use of resources. Seeks to secure appropriate equitable share of resource for the delivery of population health to residents in the Southern Area.



Southern Health
and Social Care Trust

This document along with other Trust
Corporate Plans are published on our website
www.southerntrust.hscni.net.

If you any questions or comments on Trust Corporate
Plan you can email the Director of Performance and
Reform at:

PADirectorofP&RSHSCT@southerntrust.hscni.net

or you can contact us at:

Southern Health & Social Care Trust
68 Lurgan Road
Craigavon
Co Armagh
BT62 5QQ
Phone: 028 37560144