



Southern Health
and Social Care Trust

TOGETHER, IMPROVING CARE, TRANSFORMING LIVES

Strategy 2030



Annual Strategic Plan 2025/26 (Year 1)

Progress Update for Trust Board

27th November 2025

Strategic Priority: We will focus on Collaborative Working

- ✓ We will Strengthen Collective Leadership
- ✓ We will further develop our Co-Production Approach
- ✓ We will Grow and Develop Partnerships



Collective Leadership

Annual Strategic Plan Actions 2025/2026	Progress against 2025/2026 Annual Strategic Plan
<ul style="list-style-type: none"> • We will formally launch our new Vision and Strategy 2030. • We will utilise our newly reformed staff networks to strengthen connections and relationships to enable greater collaborative working in achieving our vision. • We will empower clinical leaders to review and redesign clinical services to improve outcomes and productivity 	<ul style="list-style-type: none"> • We launched the Vision & Strategy 2030 in June 2025 covered by a number of formal launch events. • We have invested in our Clinical Leadership and established a Clinical Leadership Group for Medicine. • We have strengthened formal clinical engagement with a schedule of regular monthly meetings with the Senior Management Team and our Senior Medical Leaders.

Co-Production Approach

Annual Strategic Plan Actions 2025/2026	Progress against 2025/2026 Annual Strategic Plan
<ul style="list-style-type: none"> • We will review our mechanisms to enable feedback on the outcomes and impact of patient and service user involvement activity. • We will continue with the implementation of the Working Together Strategy including a review of our Care Experience Hubs and ensuring accessible input. 	<ul style="list-style-type: none"> • We have re-established our local engagement partnership to ensure improvements in children's social work are co-produced. • We have facilitated our staff and services users to provide feedback to the current Department of Health Consultation on the Learning Disability Service Model for Northern Ireland.

<ul style="list-style-type: none"> • We will co-produce a 'Futures Planning' programme for carers of individuals with a learning disability. • We will review how we utilise and implement change from the feedback received from Care Opinion. 	<ul style="list-style-type: none"> • We have established disability, racial equality and cultural heritage staff networks with plans in place to also establish a staff carers network. • A service user reference group has been established for the Review of Integrated Maternity and Women's Health. • Work has commenced to complete an evaluation of the effectiveness and impact of our Care Experience Hubs. • Our 'Futures Planning' Programme for Carers of individuals with a learning disability has been established and is working to co-produce resources for carers to use when considering future plans for their loved ones. • A new process has been implemented by the Patient Experience Team to monitor and follow up on key actions planned in response to Care Opinion feedback.
Grow and Develop Partnerships	
Annual Strategic Plan Actions 2025/2026	Progress against 2025/2026 Annual Strategic Plan
<ul style="list-style-type: none"> • We will work collaboratively with our Area Integrated Partnership Board (AIPB) partners to address the population health needs of people in the Southern area. • We will continue to be an active member of our three Community Planning Partnerships to support implementation of local Community Plans. • We will work collaboratively with our Health Service Executive (HSE) partners to implement cross-border projects. • We will develop a Southern Area Mental Health Collaborative 	<ul style="list-style-type: none"> • The Trust continues to work collaboratively with AIPB members and has undertaken a population health needs assessment. The Partnership has agreed a number of priorities which includes frailty and heart failure. Partners are engaged in further discussions to agree mental health as the third priority. • The Trust is an active member of Community Planning Partnerships throughout Armagh, Banbridge and Craigavon, Newry Mourne & Down and Mid-Ulster District Council areas and has participated in recent connected planning days.

<ul style="list-style-type: none"> • We will continue our engagement at both an operational and strategic level with Queens University and the University of Ulster. 	<ul style="list-style-type: none"> • The Trust is an active member of Cooperation and Working Together (CAWT) Partnership and works closely with HSE colleagues. Through this partnership Trust has secured €9.14 million to deliver our projects which will include early frailty intervention, community connection and wellbeing project, healthier futures project, early intervention support youth hubs and community alcohol and detox +. • A Southern Trust pilot site for the Mental Health Collaborative has been established. • Our Social Services Workforce Training and Development Team are working together with Queen's University and regional colleagues to develop strategies for recruitment and retention of the Social Work workforce.
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Strategic Priority: We will grow to be a Learning Organisation

- ✓ We will learn from patient, service user and staff feedback
- ✓ We will drive continuous improvement
- ✓ We will support Research, Innovation & Transformation



Learning from Patient, Service User and Staff Feedback

Annual Strategic Plan Actions 2025/2026	Progress against 2025/2026 Annual Strategic Plan
<ul style="list-style-type: none"> We will develop our mechanisms for identifying and implementing learning arising from feedback from staff (incidents), service users and families (complaints and compliments). We will implement the learning from formal reviews, including Internal Audit, NIMDTA Reviews, Royal College Reviews and Public Inquiries. We will evaluate feedback from our Employee Experience Pulse Surveys to develop mechanisms for supporting our staff to encourage development and growth. 	<ul style="list-style-type: none"> We have established Learning Events focused on sharing learning from incidents and showcasing good practice. The Trust is actively participating in Regional Provider Collaboratives which are focused on best practice, effective working, sharing lessons learned and reducing unwarranted clinical variation across Trusts. We surveyed our staff in advance of and following implementation of encompass to identify areas of improvement and learning. In response to our recent September 2025 IT outage, the Trust has established an independently chaired Incident Review Group which will have particular focus on learnings and improvements. As part of this we have gathered feedback from staff, service users and public representatives. Meetings are planned with Directorates in November and December 2025 to review our Pulse Survey results and agree key Directorate actions and priorities.

Continuous Improvement	
Annual Strategic Plan Actions 2025/2026	Progress against 2025/2026 Annual Strategic Plan
<ul style="list-style-type: none"> • We will complete our new Quality Improvement Framework 'Building Quality into Everything We Do' 2030 which will set out our vision for embedding a culture of learning, collaboration and innovation at every level of our system. • We will make available a range of Quality Improvement programmes to staff to build improvement capacity and capability within the organisation. • We will embed and optimise the effective use of our new Electronic Patient Record, encompass to support transformation. 	<ul style="list-style-type: none"> • Our new quality improvement framework – Our Quality Approach, Transforming Care was launched on 10th November 2025. • We have launched a Quality Coach Programme to train 20 of our middle and senior managers to support and facilitate delivery of quality improvement initiatives. • We successfully implemented 'encompass' in May 2025 and a programme of work is in place to continue to embed and optimise effective use of our new system.
Research, Innovation and Transformation	
Annual Strategic Plan Actions 2025/2026	Progress against 2025/2026 Annual Strategic Plan
<ul style="list-style-type: none"> • We will achieve organisational readiness for the introduction of Equip in 2026. • We will establish a Commercial Research Delivery Centre as part of our plan to develop clinical research in the Trust. 	<ul style="list-style-type: none"> • Work is underway to prepare for the implementation of the Equip system by December 2026. • Work is underway and on track to establish the Commercial Research Delivery Centre on the Craigavon Hospital Site by March 2026. This facility will generate income from commercial research projects and allow the Trust to further develop our research, capacity, capability and infrastructure.

Strategic Priority: We will have a relentless focus on Safety Quality & Experience

- ✓ We will have a relentless focus on Quality Outcomes
- ✓ We will enhance Patient and Service User Experience
- ✓ We will Improve Effectiveness, Productivity & Sustainability



Quality Outcomes

Annual Strategic Plan Actions 2025/2026	Progress against 2025/2026 Annual Strategic Plan
<ul style="list-style-type: none"> We will develop a 'Road Map' to delivering an open, just and learning culture, where every individual is empowered to prioritise quality and safety and to report concerns. We will develop strengthened Risk Management within the Trust to support safe, quality care. 	<ul style="list-style-type: none"> We have established a People and Culture Committee, which will have its first meeting in early 2026 and drive forward work on our positive culture. Outworkings of the Trust Board Risk Appetite workshop which took place on 23rd October, will feature in the revised Trust Board Assurance Framework document that will be presented to Trust Board in January 2026.

Patient & Service User Experience

Annual Strategic Plan Actions 2025/2026	Progress against 2025/2026 Annual Strategic Plan
<ul style="list-style-type: none"> We will continue to promote and respond to our Care Opinion feedback to enhance patient and service user experience. We will develop a simulation training suite for staff working with dementia patients and frailty patients. 	<ul style="list-style-type: none"> We have implemented a new process to monitor and follow up implementation of changes resulting from feedback on the Care Opinion platform. In response to service user feedback, we have secured funding for additional Bereavement Room facilities in Craigavon Area Hospital.

<ul style="list-style-type: none"> • We will work to implement the new Model Complaints Handling Procedure from NIPSO to make our response to Service User Feedback more responsive and effective. • We will implement an Electronic Food Ordering system. 	<ul style="list-style-type: none"> • An outline proposal seeking funding is in development for a simulation training suite for staff working with dementia patients and frailty patients. • We are working to implement the new Model Complaints Handling Procedures in January 2026 which will have a focus on identifying learning through complaints deemed as upheld or partially upheld to allow for high level themes to be extrapolated and addressed. • We have implemented our Electronic Food Ordering System in Lurgan and South Tyrone Hospitals with plans to extend to Craigavon Area Hospital and Daisy Hill Hospital.
Effectiveness, Productivity and Sustainability	
Annual Strategic Plan Actions 2025/2026	Progress against 2025/2026 Annual Strategic Plan
<ul style="list-style-type: none"> • We will implement our Financial Plan including savings target for 2025/2026 while ensuring that our limited resources are used to provide safe and effective care. • We will develop a Trust Resourcing Strategy. • We will continue to develop our Reform Improvement Savings and Efficiencies (RISE) programme with a particular focus on tackling waiting lists, recovering elective activity levels and improving system flow. • We will launch our 5 Year Estates and Sustainability Strategy and reduce our carbon footprint. 	<ul style="list-style-type: none"> • The Trust is spending within forecasted control total at month 6. Savings Plans are being implemented and monitored through our Reform Innovation Savings and Efficiencies (RISE) Programme. At month 6 the Trust has achieved £13.92 million in savings which is 95% of the expected target at this point in the year. • Work has commenced on our Medical Resourcing Strategy. • We continue work internally and as part of a regional programme to stabilise our clinical workforce and we are

<ul style="list-style-type: none"> • We will improve the biodiversity of our sites with the aim of obtaining a bronze charter. 	<p>reducing our reliance on medical and nursing locum and agency staff.</p> <ul style="list-style-type: none"> • Our Estates Team have launched their 5 Year 'Care without Carbon' Sustainability Strategy 2026-2030. • Estates have achieved BTCNI Bronze Charter for biodiversity and are working towards achieving Silver accreditation.
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Strategic Priority: We will grow our Community-First Approach to Care

- ✓ We will encourage Empowerment & Self-care in our Communities
- ✓ We will grow capacity within our Community Services



Empowerment & Self-care in our Communities

Annual Strategic Plan Actions 2025/2026

- We will revise our Health & Wellbeing Framework in response to the Employee Experience Pulse Survey results and regional health and wellbeing framework.
- We will commence the Cooperation & Working Together (CAWT) Healthy Futures Project with a focus on prevention and management of obesity.

Progress against 2025/2026 Annual Strategic Plan

- Our revised Trust Health & Wellbeing Framework has been agreed and will be presented to the Senior Leadership Team in December 2025.
- Our CAWT Healthier Futures project launched in October 2025 and is in the early stages of implementation.

Grow Capacity within our Community Services

Annual Strategic Plan Actions 2025/2026

- We will improve the efficient use of resources in our Home Care Services to increase capacity for packages of care.
- We will explore opportunities to increase the level of activity delivered through Hospital at Home services.
- We will reconfigure our District Nursing service to provide enhanced access to services.

Progress against 2025/2026 Annual Strategic Plan

- Work continues through our Early Review Team to ensure that service users in receipt of a new or increased package of Home Care, have a review within 8 weeks to assess if the care remains appropriate to their needs. Approximately 17-20% of hours reviewed are identified for release allowing this capacity to be redirected.

<ul style="list-style-type: none"> • We will enhance communication and collaborative working with General Practitioners and multi-disciplinary teams. • We will develop our Single Discharge Team to maximise patient flow from inpatient care. • We will stabilise Community Mental Health services. 	<ul style="list-style-type: none"> • Through the Timely Care Programme, we have undertaken the following initiatives to maximise community capacity: <ul style="list-style-type: none"> ○ We completed a workforce review of our Hospital at Home team in October 2025. ○ Our pilot to accept Nursing Home referrals to our Hospital at Home Service directly from the Northern Ireland Ambulance Service continues and has redirected 548 patients from ED between Nov 24 and Sep 26 ○ We continue to develop and embed our Single Discharge Team within our hospitals to maximise patient flow and connections between hospital and community services. • Our District Nursing services have been reconfigured with all localities expected to have access to extended District Nursing hours by January 2026. • The Trust are now managing a third GP practice seeking to stabilise and improve access for patients. • Stabilisation of our Community Mental Health Services has been achieved following the introduction of our new service model, which commenced in January 2025. This has supported a significant reduction in waiting lists.
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Strategic Priority: We will grow our Whole-Life Approach

- ✓ We will enable our population to START WELL
- ✓ We will empower our population to LIVE WELL
- ✓ We will empower our population to AGE WELL



START WELL

Annual Strategic Plan Actions 2025/2026	Progress against 2025/2026 Annual Strategic Plan
<ul style="list-style-type: none"> • We will target health improvement initiatives at children, young people and families. • We will improve the transition experience for young people moving to adult services or preparing them for independent living. • We will co-ordinate and deliver a schedule of Parenting Support programmes. • We will implement a workplan in line with the Domestic and Sexual Abuse Strategy and the Ending Violence against Women and Girls Strategy. • We will expand support to Looked After Children and their carers. 	<ul style="list-style-type: none"> • We have expanded our Family Support Hubs to include additional services to Children with Disabilities. • Our Roots of Empathy Programme has been delivered to 28 Primary Schools reaching 775 children across SHSCT to support empathy and reduce aggression in children. • We are working to improve transitions for young people with disabilities to adult services and have contributed significantly to work on the Department of Health Regional Transition Guidance. • 40 parents to date have accessed our 'Mellow Bumps' Dads-to-be Programme focusing on attachment, bonding and responsive caregiving. • We have 25 confirmed evidence-based parenting programmes, the majority to be delivered in partnerships between Trust and the Community and Voluntary from Sept 2025-June 2026 for families of typically developing children &

	<p>young people and children and young people with special needs.</p> <ul style="list-style-type: none"> • Our Early Intervention Domestic Abuse Service has been fully implemented and we have offered intervention to 1481 children. • We have implemented our Foster Friendly Policy to support SHSCT employees who are Foster Carers. • Support to Looked After Children and their Carers has included; increased access to recreational and leisure activities, access to a flexible micro-grants scheme to support well-being and personal development, tailored educational and life skills programmes.
LIVE WELL	
Annual Strategic Plan Actions 2025/2026	Progress against 2025/2026 Annual Strategic Plan
<ul style="list-style-type: none"> • We will promote, with patients, the importance of early self-management of long-term conditions to help prevent further deterioration. • We will complete the development of our Regional Diagnostic Centre which will be fully operational. • We will explore opportunities with the Verve Healthy Living Centre Network to deliver programmes to promote healthy lifestyles and address health inequalities. 	<ul style="list-style-type: none"> • The Trust has secured funding for our Waiting List Transformation Programme through the regional Elective Care Framework to tackle long waits, red flag and time critical patients and to increase capacity. • Our Regional Diagnostic Centre, MRI scanning suite will be operational from December 2025. • We are currently working with 30 Verve Network delivery partners to deliver a range of programmes across the SHSCT area.

AGE WELL	
Annual Strategic Plan Actions 2025/2026	Progress against 2025/2026 Annual Strategic Plan
<ul style="list-style-type: none"> • We will help older people to live independently and at home whenever possible. • We will develop our Hospital at Home service to provide older people with the benefits of acute care at home whenever this is clinically appropriate. • We will ensure that older people receive high quality rehabilitation in specialist settings and at home to enable them to regain independence after illness. 	<ul style="list-style-type: none"> • We are working with 2 GP Practices to pilot an 'Identification of Frailty' model which includes screening, medication review and signposting to other services. • Our Timely Care Programme is embedding a 'home first' approach to care with initiatives to further develop and support; <ul style="list-style-type: none"> ○ Hospital at Home – Capacity at weekends has been extended with increased numbers of referrals and referral pathways ○ Single Discharge Team to reduce delays for patients requiring community support on discharge from hospital ○ Frailty Integrated Team (FIT) delivering early comprehensive multi-disciplinary assessment and care for older people with frailty attending Craigavon Area Hospital Emergency Department (ED). Between November 2024 and September 2025, the FIT Team have discharges 761 patients home on the same day as presenting to the ED. • Continued development of our ambulatory care pathways to avoid unnecessary hospital admissions.