

# VISION & STRATEGY 2030



Working together



Excellence



Openness & Honesty



Compassion

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# Foreword



**We are delighted to present this Vision & Strategy for the Southern HSC Trust which will take us on a journey of improvement through to 2030.**

In an ever-changing health and social care landscape we remain steadfast in our mission to deliver safe, high-quality, compassionate care to every individual. As we confront evolving challenges and increasing demands, we must find opportunities to innovate, adapt and improve. The development of this strategy is a commitment to transforming care and empowering our staff and our population.

As we launch this new vision and strategy, we do so with a clear understanding that our future is shaped by the lessons of our past. The challenges we have faced have provided us with many valuable insights. The past has taught us that delivering safe care and improving quality and experience is not just about policies and procedures - it is about a culture where staff feel empowered to speak up, where learning is continuous, and where excellence is the standard. We want the Trust to be a place where staff choose to work because they feel supported and valued, where we live out our commitment to community-first, and where we create an environment which fosters innovation and continuous improvement.

Our people are the core of all we do, and we cannot deliver services without our skilled and valued workforce. For this reason, our people are at the centre of this strategy; they were key to its development, they will be key to its delivery.

The areas that we have identified for growth within the Trust are all based around our desire to support our people to be the best they can be.

We are committed to developing and implementing a strategy that includes the feedback we have received from staff, patients/service users, carers and our wider partners. If it is to be successful, the delivery of the strategy must be a partnership between our staff, our external partners and our local population. We are excited and dedicated to be continuing this journey of co-production to 2030 and beyond.

Our Vision and Strategy aligns itself with the recently published Programme for Government (PfG) 2024-2027, 'Our Plan – Doing What Matters Most', which aims to deliver improved wellbeing, long term sustainability, and a thriving economy. The delivery of our Vision & Strategy will help the Trust to deliver against the PfG priorities in relation to reforming and transforming health and social care and reducing waiting times. It will also ensure that we support the commitment to 'Making Life Better' and thus improving physical and mental health outcomes.

This strategy is our commitment to supporting our staff and our population, so that **together, we will improve care and transform lives.**

**Eileen Mullan**  
Chair

**Steve Spoerry**  
Chief Executive

# Our Organisation

**The Southern Health and Social Care Trust is proud to provide acute and community health and social care services to a population of approximately 403,750 adults and children.**

We work in partnership with other key providers of health and social care such as the Northern Ireland Ambulance Service (NIAS), Primary Care practitioners (GPs), community, voluntary and independent sector providers and are supported by people with lived experience and carers who provide valuable support to our population alongside these other services. We recognise that all of these elements are an integral part of the wider health and social care network.

We support our population to remain independent in their own home and community for as long as possible. We believe in a 'Community-First' approach to care delivery. However, in some cases individuals may require temporary support from hospital. Where this is the case, it is our belief that a truly connected approach is best delivered through one hospital network across our four main hospital sites: Craigavon Area Hospital, Daisy Hill Hospital, South Tyrone hospital and Lurgan Hospital and linked to the network of other hospitals across NI.

We offer a wide range of medical and surgical specialties and we are proud to provide a comprehensive range of clinical services across our hospital network and our widespread community services. We recognise the need to transform and improve access to our hospital-based services, while at the same time increasing our ability to wrap around support from all our primary and community care services. This will ensure that individuals spend only the required time in hospital, which will free up hospital resources for those who need it most, ensuring timely care through access to the right service at the right time.

The Trust has over 15,000 exceptionally skilled and motivated staff who work diligently and expertly to provide health and social care to our local population. Daily we spend almost £3.3 million delivering health and social care services to our population.

# Our Population

**Our geography covers urban and rural areas across the councils of Armagh City, Banbridge and Craigavon, parts of Newry, Mourne and Down, and Mid-Ulster. We serve a changing and diverse population including areas with high levels of deprivation and significant health needs.**

The estimated 2024 population of the Southern Trust area is 403,750 and this is expected to increase to 418,811 by 2030 representing an increase of 3.7%. Our population, like the rest of the region, is growing older, the number of people over 65 years of age will increase in the same period by 18% (65,185 – 77,005). With age comes the increased likelihood of living with one or more long term health conditions.

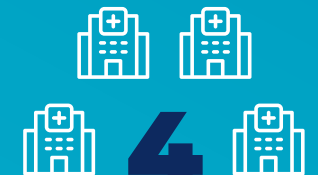
In addition, our population of children and young people within the overall population has also grown over the last number of years due to years of high birth rates. By 2030, the under 18 population will account for 25% of our total population, whereas our older population (over 65) will account for 18% of our population. (Source: NISRA, 2020).



**Workforce**  
**15,000**



**232**  
**Trust Buildings/  
Properties**



**Hospitals**

# The Context We Work In

**We must recognise that while our growing and ageing population is something to be celebrated, it brings with it increasing demand for health and social care services.**

Alongside this, the exciting advancements in treatment place extra pressure on the healthcare system, which is particularly challenging in light of the constrained funding envelope. Together with the recruitment challenges we face along with other health and social care organisations, this means that our patients and service users are waiting longer than we would want to access our services.

We must therefore continue to be innovative and flexible, and work even more closely with our partners both in health and social care and in the wider community to ensure all our resources are used as effectively and efficiently as possible to meet the needs of our local population.

Alongside these challenges, we have an immense opportunity to harness and grow our digital platforms in supporting us to change and improve the way we deliver services. The implementation of the electronic health and care record through the encompass programme will deliver opportunities for improved access to, and management of, our information and data for staff, patients and service users.

Our Vision and Strategy sets out a clear way forward and a means of prioritising where we invest our resources within this changing environment, which will also require us to pursue additional productivity and efficiency to deliver more for our community with the resources that we have.





**365,693**  
Total outpatient  
appointments



**10,284,130**  
Laboratory  
Tests



**676**  
Looked After  
Children



**96,202**  
Mental Health  
Community  
Unscheduled  
contacts



**4,722**  
Babies  
delivered



**158,841**  
Emergency  
Department  
Attendances



**342,746**  
Diagnostic  
images & X-rays

# A SNAPSHOT of Services we deliver in a Typical Year



**72,840**  
School Nursing  
Contacts



**92,412**  
Health Visiting  
Contacts



**31,776**  
Acute Care at  
Home Visits



**83,635**  
Day Care  
Attendances



**974,285**  
Calls to our  
hospitals



**4,966**  
People receiving  
Home Care



**950,000**  
Meals served to  
patients and clients  
in our facilities



**197,977**  
District Nursing  
Contacts



**223,054**  
Community  
AHPs Contacts

# Our Vision

Our vision going forward to 2030 is:

*“ Together we will grow to be a learning organisation focused on providing safe, quality care based on a community-first approach throughout the whole-life journey. ”*

This is summarised as  
**“Together, Improving Care,  
Transforming Lives.”**



# Our Values

Our values and behaviours of working together, excellence, openness and honesty, and compassion, are the very root system of our Trust to help us deliver on our strategic priorities.

The strength of our roots will be evidenced by a flourishing culture within our organisation, nourishing our people’s resolve, skill and innovation to improve care and transform lives, together with our patients, service users, and our partners.

# Our Vision and Strategic Priorities



# Our Vision and Our People

It all starts with our people!

Our people are key to achieving our vision, and making it real for our patients and service users. Focusing on our five strategic priorities, our people will **work collaboratively** together, develop a culture of curiosity, learning and improvement as part of a **Learning Organisation**, focus on improving **Safety, Quality and Experience**, develop services using a **Community First** approach and guide and support our population through the **Whole Life** journey.

We want to be an organisation where all our staff share a commitment to delivering the very best care and know their contribution is valuable and valued. As a Trust, we have three important people priorities outlined in Our People Framework, which we will continue to invest our energy in, to enable us to recruit, engage and develop the best people. Our three people priorities are to:

- Look after the **wellbeing** of our people
- Ensure our people feel a sense of **belonging** in our Trust
- **Grow** for our future

BELONGING

WELLBEING

GROWING

We will focus on

# Collaborative Working

**We recognise the duty we, as a Health and Social Care Trust, have in leading and supporting effective partnership working that delivers health improvements for all.**

Collaboration is key to improving population health. This involves working together with

- Our People
- Our Patients and Service Users
- Our Partners

Collaboration is key to improving population health. We know that patients and service users will have the best outcomes through joined up care that meets the full range of their health needs. The best services will be delivered through building links with our partners across our local Integrated Care System, including GPs, the NI Ambulance Service, other HSC Trusts and community, voluntary and independent sector organisations, to improve the health of our communities.

We also recognise the importance of listening to the voices of those who use our services and those who deliver our services (our staff) when planning for the future. Our focus over the coming five years will be to build on the already strong base that exists within the Trust in how we engage our patients, service users and staff in our approach to meeting the needs of our population.

## We will strengthen Collective Leadership

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We will develop our collective leadership capability to ensure it spreads to become the consistent leadership approach across our Trust and wider system. Collective leadership needs to take place at all levels, and offers us a real opportunity to create a culture of high quality, continually improving, compassionate care and support.

In addition, we will utilise a formal shared leadership model of medical staff, nursing/AHP/Social Work staff, and managerial staff, working together to utilise the strength of each professional group.

This shared leadership model will be replicated across and through our organisational structures with the aim of facilitating collaborative working at all levels of the Trust to achieve real significant improvements in care.

### We will:

- Ensure that our people understand our #teamSHSCT vision, that they feel informed, engaged and listened to.
- Empower clinical / professional leadership to enable transformation of our services so that decisions relating to care are taken closer to patients and services users.
- Break down organisational silos within the Trust by improving communication and collaborative working between services.
- Develop leadership at all levels in the organisation, so that formal and informal leadership is valued and encouraged.



## We will further develop our Co-Production Approach

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Key to our vision is our recognition of the input from patients, service users and carers. Recognising that all our voices matter is important to ensuring co-production is at the heart of all we do. We must listen to and learn from our staff and our partners. Listening to learn will only strengthen our shared vision and outcomes. Engaging meaningfully will foster a culture of ownership, enablement, and true collaboration.

### We will:

- Increase patient and service user involvement in service re-design.
- Actively involve service users and their families to ensure their voices shape their care experience.
- Establish accessible forums to ensure input from staff across the whole organisation and from all levels. (e.g. building on our Community of Leaders, Senior Leaders Forum and Clinical Leaders' Networks).
- Embed a co-production approach in governance and strategy via policy, process and leadership.
- Make it easy for voices to be heard from across our population and embed a culture of listening to understand and learn within our workforce.
- Monitor co-production efforts through feedback mechanisms and evaluation.

## We will Grow and Develop Partnerships

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Working with our statutory partners, community and voluntary sector and other external stakeholders will be essential to supporting our local population.

### We will:

- Work with and use the skills of partners to create efficient and effective health and social care services.
- Alongside our partner providers, consider better ways of providing services which invest our resources where they add most value and best outcomes to our population.
- Act as an anchor organisation to improve collaborative approaches with our partners.
- Be a trusted partner and source of education, information and evidence to support our local communities.
- Be an active member of the Integrated Care System in NI.
- Work collaboratively with the other HSC Trusts in NI with a focus on improving outcomes for our population.
- Work with our educational bodies, including our Universities to promote education of our current and future workforce.



We will grow to be a  
**Learning  
Organisation**

We want to be recognised as a leader in Quality Improvement, Service Reform, Innovation and Research that supports transformation and improvements in service delivery. As we look forward over the next five years, we know the pace of technological change will only increase and the opportunities for research and innovation will evolve.

## We will learn from patient, service user and staff feedback

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We are committed to promoting a culture of lifelong learning, offering continuing personal and professional development opportunities for clinical and non-clinical staff. We acknowledge that to grow and learn we must look back to understand where we can improve.

### We will:

- Learn from recent inquiries ensuring best practice and recommendations are implemented and evaluated.
- Support our leaders through targeted leadership development programmes.
- Enable a culture of development for all our staff to ensure our people have support to progress in their careers and be the best they can be.
- Develop and embed good governance arrangements throughout structures ensuring new developments are set up to succeed with clear measurement and evaluation processes embedded.

## We will drive Continuous Improvement

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We will empower staff to drive innovation, embrace technology and continuously improve patient care.

### We will:

- Openly value, encourage and reward innovation.
- Foster a culture in which staff can pilot and prototype developments in services, recognising that a continuous process of learning will lead to sustainable improvement.
- Encourage service reform with a deep focus on services designed around patients and service users at the centre.
- Foster an environment where staff feel safe to share ideas without fear of judgement and mistakes are seen as learning opportunities, one in which staff look to continuously improve all services which they provide.
- Provide training and development opportunities which will support and empower staff to innovate and create a continuous improvement culture.
- Support and enable cross service and function collaboration, both internally to the Trust and with external partners.

## We will support Research, Innovation & Transformation

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The world of Health and Social Care services is dynamic and ever evolving, therefore we need to ensure we are ready and flexible to respond to changing needs and seize opportunities to make a positive difference. The Trust is due to implement the EPIC Electronic Patient Record system (under the Encompass programme) in 2025. This creates the potential to become a more intelligent, data driven decision making organisation. It will be important that we focus on maximising the potential of this system to improve care, reduce risk to patients and provide a more efficient health care system.

### We will:

- Invest in digital innovation to improve patient care and deliver better outcomes.
- Make decisions based on the evidence, learning and information available.
- Empower patients with information and tools to manage their own health and wellbeing.
- Use digital technology to reduce waste, automate processes and eliminate bottlenecks.



We will have a  
relentless focus on

# Safety, Quality & Experience

**We are committed to patient safety and quality. Our strategic approach ensures that patient-centred care is not just an aspiration but a lived reality, where excellence in safety and quality becomes our standard practice. We aim to create a healthcare environment where every patient receives safe, high-quality care. To do this, we will therefore have a relentless focus on utilising our resources to provide safe, high quality efficient and effective services.**

It is important to also take account of the limitation of financial resources available to the Trust and therefore it will be extremely important that we ensure our focus on safety and quality is unwavering so that we reduce costly complications, errors and poor outcomes.

## We will have a relentless focus on Quality Outcomes

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### We will:

- Promote a culture of safety where every individual, from leadership to frontline staff, feels empowered to prioritise safety, report concerns, and contribute to continuous improvement without fear of blame.
- Ensure an open, just and learning culture that fosters transparency, trust, and accountability, leading to continuous learning and improvement.
- Ensure effective clinical and social care governance systems which enable timely learning.
- Standardise processes by developing and adhering to evidence-based protocols and guidelines to enhance the reliability of care delivery.
- Creating systems for regular training, simulation, and innovation to stay at the forefront of best practices and emerging technologies.

## We will enhance Patient & Service User Experience

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We recognise that every interaction a patient/service user has with our organisation shapes their perception of care and contributes to their overall well-being. Our strategy focuses on delivering exceptional experiences that go beyond clinical outcomes, ensuring patients feel valued, respected, and heard at every step of their journey. We are committed to tracking and improving key indicators of patient experience and are dedicated to creating meaningful and memorable interactions for every individual we serve.

Our purpose is to continue to build trust, foster meaningful connections, and promote positive experiences.

### We will:

- Grow our ability to capture information on patient experience.
- Ensure clear, empathetic, and transparent communication between patients, families, and care teams.
- Ensure that our services are designed, developed and provided with patient experience foremost in our mind.
- Undertake Real-time Feedback from patients/service users to share their experiences during their care journey, allowing us to address concerns promptly.
- Ensure that compassion is an integral part of our interactions with patients and service users.

## **We will Improve Effectiveness, Productivity & Sustainability**

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We will maintain our focus on ensuring our resources are utilised in the most efficient and effective way to achieve the greatest outcome and improvement in our services.

We will work with our key partners to ensure opportunities to work differently and ensure planned approaches to service configuration and design are well managed and supported to prevent the need for reactive and expensive solutions to crisis issues.

We will consider innovative solutions which may require reconfiguration or shifting our resources to areas where they could have the greatest impact and provide the best value, where even a small amount of funding could lead to major improvements.

Improving our performance and productivity will be a key focus for our Trust over the next 5 years; we will work to improve access for our public to services when they most need them.

### **We will:**

- Work to increase our productivity levels within our day procedures and elective care and to improve access and waiting times to our services.
- Use our improved data provided by our new Electronic Patient Record to make informed decisions about how to improve productivity and efficiency in our service provision.
- Learn from exemplars of excellence and share learning in how to maximise efficiency and productivity;
- Reduce reliance on agency workers through effective workforce planning, and strong recruitment and retention strategies.
- Ensure environmental sustainability supports improved energy performance.
- Ensure our estate is developed to support health and social care services.

We will grow our  
**Community-  
First Approach  
to Care**

**It is vital that our services are planned, implemented and operated with the patient and service user at the centre so that these services are responsive to their needs.**

Bringing services closer to patients in their community environment is important to ensure that our focus is on promoting and maintaining the health of our population rather than it being solely focused on managing deterioration.

Our focus therefore will be on maintaining health in the community by supporting people to self-care, providing secondary services in the community and developing existing and future community services, including partnerships with primary care and the community and voluntary sector.

We are proud of our wide-ranging portfolio of services and our strong roots in our local communities. We start from a strong base of community-first from which we can grow and expand.

## We will encourage Empowerment & Self-Care in Our Communities

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By shifting our approach to community-based alternatives, working with our statutory partners (including the Public Health Agency and our local Councils), we will support patients and service users to maintain their independence.

### We will:

- Recognise the autonomy of patient and service users to make decisions about their care.
- Expand preventative and self-care services.
- Provide personalised care plans.
- Empower individuals to live well.
- Build a self-care focus within our workforce.
- Increase access to Digital Health Tools.



## We will grow capacity within our Community Services

While there will always be times when admission to hospital is the right option, we will aim to maximise the care provided outside of the hospital, closer to home. This will not only reduce pressure on hospital services, it will also prevent or reduce some of the associated risks of staying in hospital such as deconditioning, loss of mobility and hospital acquired infections, in addition to improved outcomes and promoting well-being in the community.

Our hospital network is an essential element of our infrastructure which delivers key services to our population when they are most in need. The current hospital model must be developed, modernised and supported by growing our community services such that hospital care is only used when it is necessary and beneficial to the patient. Secondary care clinical staff will provide tailored services for patients with the aim of providing care as close to the home setting as possible. We will enhance the delivery and accessibility of community-based care through transforming services within the community.

### We will:

- Expand the capacity and capability of our Hospital at Home Services (including Acute Care at Home) to better meet the growing demands of our population.
- Expand ambulatory services to avoid the necessity of inpatient care by providing access to secondary care services whilst patients continue their lives in their community.
- Increase capacity within Home Care Services.
- Enhance our community-based services including district nursing, AHPs and specialist teams.
- Engage with our community stakeholders to identify gaps in services and opportunities for maximising the potential of existing services.
- Enhance support for primary care by improving communication with general practitioners with improved collaborative working.
- Enhance the community workforce and training for all staff on maximising opportunities for community care alternatives.
- Embed a culture of 'community-first' within our local population through provision of effective alternatives to hospital care.
- Strengthen our hospital network to ensure safe and effective care is provided which is accessible to the population and which is sustainable into the future.
- Improve the patient journey to reduce delay in accessing the right care at the right time and in the right place.
- Enhance support for mental health and learning disability services in the community.

We will grow our  
**Whole-Life  
Approach**

**Our strategy will adopt a whole-life approach, identifying our priorities across three key stages of life: starting well, living well, and ageing well.**

This approach addresses the significant feedback received in relation to challenges as patients and service users transition through different services and will also ensure that we give sufficient focus to all our population working to reduce health inequalities and ensuring equitable access and outcomes for all our people.

The Trust has a growing younger population as well as a growing older population and we will focus our planning to ensure we address the needs of both.

## We will enable our population to START WELL

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We will consider our role in supporting children (and families) to have a positive and healthy start in life, reflecting the importance of a positive start (including preconceptual care and during pregnancy) in relation to positive outcomes and improved resilience during the child's life journey and throughout adulthood. This includes physical, emotional, and mental health wellbeing. We want every child to flourish.

### We will:

- Take action to keep pregnant women, babies, children and young people healthy and well, where possible, preventing or avoiding risk of poor health, illness, injury, and early death.
- Enable targeted approaches to support children and families based on a collaborative and effective, person-centred multi-agency approach.
- Focus on effective transition from children to adult services.
- Support education for public health lifestyle measures (good diet, exercise, etc) to ensure these are embedded and continue into adulthood.

## We will empower our population to LIVE WELL

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We want to ensure our adult population are well, feel well and stay well during their adult life.

### We will:

- Support improvements in public health to address smoking, obesity, lack of exercise and to improve diet.
- Focus on preventative medicine to maximize productive lives of our population.
- Provide better access to services, ensuring our population know and understand how to access the right service at the right time, to support prevention and improvement in quality of health and wellbeing.
- Improve access to planned and emergency services as well as ensuring movement between services is as seamless as possible.
- Manage long-term conditions, empowering our patients to have the ability to stay well, and access specialist intervention when required.
- Work collaboratively with strategic partners (Councils, Charities, Education providers, etc) to support our population to live well.

## We will empower our population to AGE WELL

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We want to support and enable people and their carers to live fulfilling and independent lives.

### We will:

- Develop a 'Community-First' approach wherever possible to ensure quality care and effective treatment for both sudden and unexpected and longer-term health problems or disabilities.
- Improve access and information through assessment hubs to support physical and social issues.
- Work collaboratively to improve our dementia services.
- Work to provide early access to palliative care.
- Support compassionate communities encouraging people to have conversations about dying well.
- Work to ensure that those who are at end of life are supported in planning and decision making about their care, and that bereavement support is available to their families and carers.

# Delivering and Monitoring our Strategy

The success of our strategy will be measured against its delivery. Our Vision and Strategy will be a living document that will evolve over the next 5 years in line with our changing population and local landscape. Our Strategy will require flexibility and agility to ensure we can respond to new and emerging needs and priorities.

We commit to ongoing engagement and involvement with all our partners, not least our staff, service users and carers.

This document is the first stage of a journey of change, development and improvement within the Trust, which will see us embedding our Trust Guiding Principles as our new approach, deeper development of our co-production approach and a focus on building relationships to ensure partnership in planning and delivering services. While this document sets out the strategic priorities of the Southern Trust over the next 5 years up to 2030, it will require several enabling plans to ensure its delivery.



The delivery of the strategy will also be supported by the development of annual plans. Corporate Scorecards for each Directorate will track delivery of actions against the strategic priorities. Our Guiding Principles were used to aid the development of our Strategy. These principles are the way in which we approach decision making within the Trust. We will continue to embed the use of these principles as we deliver our strategic priorities.



**Ensure safer care and improved quality**

Deliver the best outcomes, best experience and safer care through a culture of continuous quality improvement.



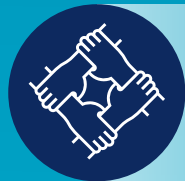
**Invest our resources where they add most value**

Align our available resources to where we will deliver the greatest benefit to our service users and purposefully prioritise to maximise outcomes.



**Follow through on our agreed actions**

Ensure we will do what we say, so that we deliver successfully on the commitments of our Vision & Strategy.



**Strengthen our relationships and listen to understand and learn**

Continue to build on our internal and external relationships using a co-production approach, welcoming new ideas with a willingness to change how we delivery services.

**Delivery of actions will be monitored through Trust accountability arrangements, with formal reporting to the Strategy & Transformation Committee and Trust Board.**

# “How our Trust will look by 2030”

In achieving our vision by 2030, our Trust will:

Have an open, just and learning culture.



Be an employer of choice attracting, supporting and retaining the very best talent.



Have a pro-active approach to service development, continuous improvement and innovation.



Be an organisation which maximises outcomes through data driven decision making.



Provide alternatives to hospital care – through self-care where possible, digital support where possible, home where possible and hospital only where necessary.



Intervene only when necessary while empowering self-care and self management with a focus on prevention & health promotion throughout the whole-life journey.



Provide safer, higher quality and more compassionate services.

Have a positive partnership with our public and other providers of health and social care services and associated organisations.



Serve a population with a clear understanding of our role, and their own role in their care and support requirements.





