



Southern Health
and Social Care Trust

Quality Care – for you, with you



Corporate Plan

2017/18- 2020/21



IMPROVING TOGETHER

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Section 1: Why have we produced a **Corporate Plan for 2017/18- 2020/21?**

In 2015, the Southern Health and Social Care Trust publically consulted on *'Improving through Change'*, its three year Strategic Plan for 2015-2018. This plan emerged from previous strategic plans and reflected recommendations of a review of Northern Ireland Health and Social Care services carried out in 2014 by Sir Liam Donaldson - *"The Right Time: The Right Place"*¹.

In particular, the Trust embraced the need for strategy and actions to increase emphasis on **improving the safety and quality** of our local services.



....So, why update our plan now when we are only part way through our existing planning cycle?

The Trust's Corporate and annual delivery plans develop in line with the strategic direction set by the Northern Ireland Executive *Draft Programme for Government*, regional Health and social care strategies including the report by Professor Bengoa and the Expert Panel *'Systems not Structures'*² and most notably the recent publication of the vision set out by the Minister for Health in *Health and Wellbeing 2026: Delivering Together*.³

Figure 1

(Draft) Programme for Government (PfG) sets strategic direction across all public services defining **14 key outcomes**

Health and Wellbeing 2026: Delivering Together provides strategic direction specific to Health and Social Care (HSC)

Health and Social Care Board (HSCB) and Public Health Agency (PHA) agree a ***Commissioning Plan*** that confirms the commissioners priorities, aims and improvement objectives for HSC sector

Corporate Plan 2017/18-2020/21 sets out the Trust's strategic priorities and planned outcomes

Annual Trust Delivery Plan identifies planned actions to deliver against the Corporate Plan and responds to commissioning plans, priorities and targets

¹ 'The Right Time, The Right Place', Sir Liam Donaldson, DOH, Jan 14

² 'Systems Not Structures', The Bengoa Expert Panel Report, DOH, Oct 16

³ 'Health & Wellbeing 2026: Delivering Together', DOH, Oct 16

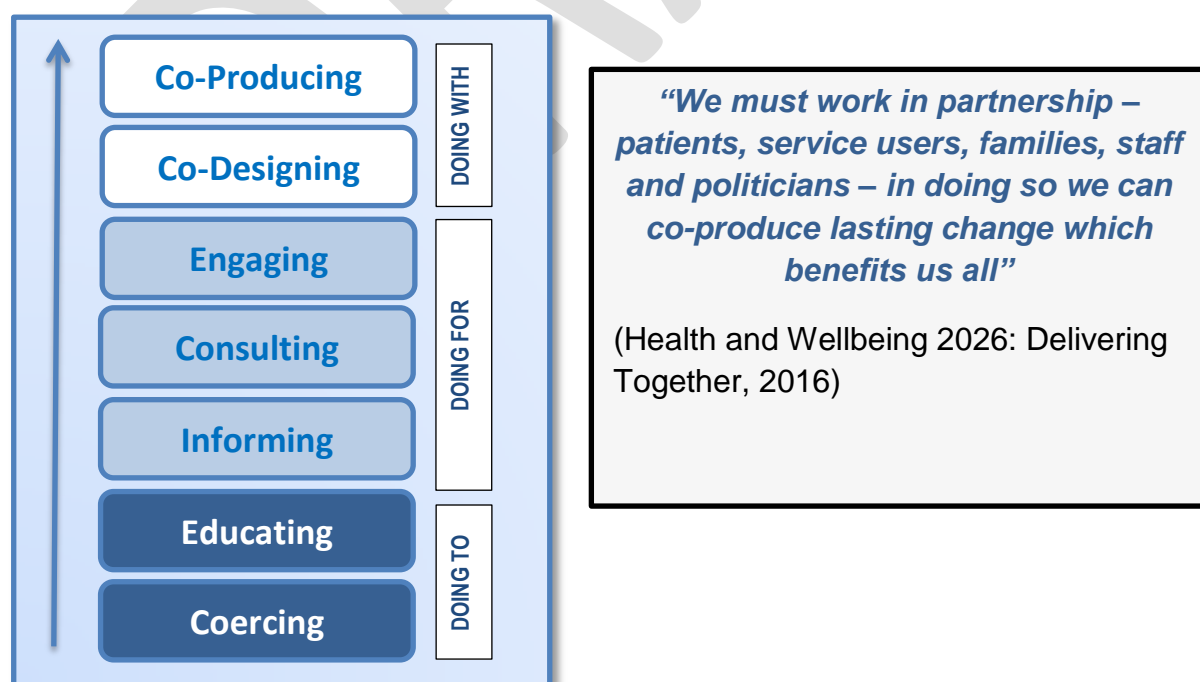
‘Delivering Together’ provides a roadmap for radical transformation in Health and Social Care (HSC) and highlights the critical role that ‘**Co-production**’ and ‘**Co-design**’ must play in this reform. The Trust welcomes and supports this commitment that will build on the effective community development and strong personal and public involvement (PPI) approaches that are well established in the Southern area.

Co-production therefore is based on the principles that public services should approach service users as assets who have skills that are vital to the delivery of services and that attention should be given to weaving community networks around individuals and organisations.

The implication of this for health and social care going forward during the period of this Corporate Plan is to move beyond consultation, user involvement and citizen engagement to equal partnership: to shift from ‘doing to’ to ‘working with’, and from providing to enabling and supporting. This represents a significant shift in ‘culture’ in public services and within our communities. Figure 2 below summarises.



Figure 2



Our Corporate Plan recognises the need for service reform as a result of the changing needs of our local population, new ways of delivering care and treatment and the resources available to us. In planning for these changes it is important that we work with our staff, service users and carers, families and our wider local communities to better inform and influence how we develop and improve our services.

We want:

- **Our local communities to know what to expect from us.**
- **Our staff to be aware of their specific role in delivering on our priorities**
- **To be able to demonstrate improvements in the services we provide and**
- **To evaluate our success in delivering health and social care transformation in the Southern Trust in line with our strategic priorities.**



1.1 Collaboration to Deliver Improved Outcomes

In addition to working in partnership with local communities, the Trust acknowledges the need for enhanced collaboration with other service providers and agencies across the region to ensure our local services are **effective** and **sustainable** into the future.

The Trust recognises the future success of health and social care is dependent on effective partnerships and our ability to work together providing system leadership and collective ownership of the outcomes we achieve.

This Corporate Plan also embraces our wider responsibility for improvement. The Trust is committed to working in partnership with other agencies to support the aims of the regional public health strategy, ***Making Life Better***⁴ as well as the 14 'outcomes' set out in the Draft Programme for Government Framework, in particular 4 outcomes directly align to the roles, responsibilities and outcomes envisaged for improved health and social care for our population including:



- We give our children and young people the best start in life
- We have high quality public services
- We enjoy long, healthy active lives
- We care for others and we help those in need.

The Minister for Health's Strategy Health and Wellbeing 2026, Delivering Together sets a strong **vision** to:



In delivering the change needed, this Corporate Plan sets out initial priorities the Trust will work towards in delivering the Minister's Vision in each of our programmes of care, regional service strategies, legislative and statutory obligations and service reform that emerges as part of the transformation agenda.

⁴ Making Life Better. A Whole System Strategic Framework for Public Health. June 2014.

1.2 Recognising our Challenges

This Corporate Plan is deliberately set at high level and within the context of a **need for flexibility** to enable us to respond effectively as structural reform, transformation and public consultation progresses on key aspects of the Minister's strategic vision.

Whilst set out as a four year plan, it is anticipated that the Trust's corporate plan may need further refresh to take account of emerging changes that impact on local service provision. Delivery of our local objectives and action plans remains subject to the impact of the **following three key challenges**:

Demographic Growth



A projected increase in population of over 20% between 2016 and 2039 including more significant growth in our ageing population; and

Our local areas also saw a 17% increase in births from 2000 – 2013 compared to a regional average of 10% influencing growth in the 'younger' population

Our population has the highest levels of children with statements of educational need in Northern Ireland and migration of black minority ethnic population now accounts for 4.2% of our population compared to a regional average of 2.2%.

These key population trends suggest we will continue to see increased demand for health and social care services.

Financial Constraints



Within the current climate of no financial growth and a requirement to demonstrate efficiency in service delivery we will need to continue to make the best use of our existing resources.

This will include the need for service modernisation and redesign.

Workforce Pressures



Staff, and the extra discretionary effort they give, are critical to ensuring the right quality of care. It is our staff who ensure the delivery of high quality care 24 hours per day, 365 days per year and they are working hard to maintain and improve the quality of that care in the face of rising demand, pressure to increase efficiency and shortages of key staff across a range of professions.

These staff shortages, which exist in Health & Social Care and across the wider NHS, combined with increasing demand for our services will continue to put growing pressure on service delivery and on our staff who seek to deliver the best care they can.

1.3 Listen to and Support our staff

The Trust recognises that our most important asset in delivering improvements and service transformation is our front line staff who deliver care and support to our local communities and also those staff who support our front line services to be more effective.

2017 is our 10 year anniversary and we believe it is time to take stock and reflect on our current **Values** and ensure our organisational **Culture** aligns to our aspiration for excellence in quality, safety and service user experience to our local population.

We want to be known as an organisation where our people feel engaged, valued and supported, and are empowered to deliver excellent care and services they are proud of. To develop that culture which delivers high quality, safe, compassionate and ever improving care **we will:**



- Engage staff to **refresh and endorse our Trust Vision, Values and Objectives**, and strive to embed these and put them at the heart of all we do.
- Simplify our annual corporate plans moving to a **'plan on a page'** approach to make it easier for staff to connect with the direction of the Trust and how they contribute on a day to day basis
- Take steps to foster a more **inclusive and supportive leadership and management style** at all levels, with a strong focus on coaching, enabling and encouraging staff participation.
- Improve our **communication structures across the Trust** so that they encourage and support the sharing of ideas, information, and feedback, thereby encouraging a structured staff briefing and flow of information
- Ensure that all our staff understand how to and feel able to raise concerns through the launch of our **'See it, Say it'** campaign for raising concerns
- Reduce levels of bullying, harassment and conflict through the launch of our back to basics approach to **civility in the workplace**.
- Continue to develop our **partnership working** with Trade Union colleagues
- Continue to roll out our **customer care** training programme aligned to our core values.
- Support the health and wellbeing of our staff, enabling them to improve their lives inside and outside of work by developing and implementing our next 3 year **Health and Wellbeing Strategy for staff**
- **Recognise and celebrate** our individual, team and Trust successes, within and outside the Trust

Section 2: About the Southern Health & Social Care Trust – At a Glance

The Southern Health and Social Care Trust (Southern Trust) in Northern Ireland provides acute and community health and social care services to a population of some 373,000 adults and children living in the council area of Armagh, Banbridge, Craigavon, Dungannon, South Tyrone and Newry and Mourne.

Figure 3: Our Local Area



The Trust has an income of approximately **£576m** and employs approximately **14,000 people** to provide health and social care to our local population.

We spend almost £1.8m per day delivering care to local people

Each year across our 2 acute hospitals the Southern Trust treats:



120,000
Emergency
Department
Attendances



50,000
Inpatients



190,000
Outpatient
Appointments

Each year across the Southern Trust area we support people to remain Independent in their own homes within our community through:



6,000

people supported
by Domiciliary Care
Services in their
own Home



2,223

Residential
and Nursing
Home
placements



£1.5m

annual
expenditure
on community
equipment

Growing population and changing needs:



- Over the past 10 years, there has been a 15% increase in the number of births in the Southern Area compared to a regional increase of 8% for the same period
- Our community includes areas with high levels of children with statements of educational need.



- The Trust population is projected to increase by over 20% between 2016 & 2039 compared to the NI projected growth of 8.5%.
- European migration accounts for 4.2% of the Trust population compared to the NI average of 2.2%



- 14% of our population is over 65 years. By 2039 this is projected to grow to 60% which is higher than the NI expected growth rate of 54%
- Health inequalities need to be addressed with 23% of the Southern Trust population living in relative poverty. In line with the NI average of 22%, and being more likely to have health and social care needs.

In working together to meet these challenges and deliver improvement in service delivery we will continue to look for opportunities to reshape our services in a way that can improve patient experience and the quality of care they receive.

Section 3: Our VISION and VALUES

In developing this plan, the Trust Board and Senior Management Team reviewed the current **VISION** for the Trust to reflect what we learned in feedback from our HSC staff survey results and to ensure that in the context of the regional strategies put forward for health and social care that our existing vision is still fit for purpose in setting our clear strategic intent.

The Trust's 2015 HSC staff survey sent a message that our vision was not clear enough to all our staff.

In delivering our vision we want to be a partner in care – with our patients, families, carers and communities – to deliver the best quality health and social care to meet need.

“Improving Quality and Safety... there needs to be greater alignment between quality improvement, partnership with those who use our services and how we regulate those services”

(Health and Wellbeing 2026: Delivering Together, 2016)

Our **VISION** is simply articulated in our existing ‘strapline’ and is restated here as:

‘Quality Care – for you, with you’

Our vision encompasses our core commitment to deliver safe, high quality care that is co-produced and co-designed in partnership with service users and staff who deliver our services.

The Trust will continue over the next four years to support staff to identify how services can be improved and to enable staff to work with patients and service users to make those changes happen. The Trust has already in place a wide range of new and improved services in our community and within our hospitals to ensure we meet best practice guidelines and improve service user experience including:

- Emphasis on **early intervention and prevention methods** across a range of health and social care services in local communities including for example our continued support to the full implementation of *Healthy Child Healthy Future strategy*⁵.

⁵ Health Child Healthy Future. A Framework for the Universal Child Health Promotion Programme in Northern Ireland. Pregnancy to 19 years. May 2010.

- Working in partnership with other providers to deliver **Alternative care pathways** to avoid the need for hospital admissions including GP Out of Hours, Acute Care at Home, and Rapid Assessment models.
- Continued implementation of improved primary and community care infrastructure including **new community care and treatment facilities** in our major towns, and
- Enhanced **hospital infrastructure** and improved access to specialist diagnostic and treatment facilities and equipment across our hospital network

Over recent years, the Trust has demonstrated consistent delivery of a balanced financial position with regard to cash release efficiency and productivity targets. At the same time, the Trust has achieved with respect to relative performance, including inclusion in the **CHKS 'Top 40' hospitals** and positive performance in terms of patient safety indicators.

The Trust acknowledges significant financial challenges facing the wider health and social care environment during the period covered in this Corporate Plan that will challenge our performance across many service areas. We are committed in the first instance to ensure we deliver high quality safe care for all our patients, clients and carers ensuring that the cost of provision does not exceed our overall funding envelope. **To do this, we need to continue to make the best use of our existing resources which will mean changes to the way we currently provide services.**

Our vision is underpinned by **our values** which shape what we do and how we do it.



Section 4: Our Strategic Priorities

Our corporate objectives reflect our priorities for the delivery of health and social care services to our local population. Achieving our objectives and delivering safe, quality care and services which are accessible and responsive to our patients and carers will remain our central focus:





Our Commitment:

- *To provide the best possible experience for all who use our services.*
- *To provide assurance to our patients and carers on the safety and quality of the services we provide.*
- *To be a learning and continually developing organisation, where professional standards, best practice and learning from experience shape how we improve our services.*

The Trust is committed to ensuring our service users receive safe, sustainable and high quality care and treatment in the most appropriate place.

Clinical & social care governance is embedded across all services and our priorities for improvement during the period of this plan are as follows:

Risk Management

- We will **monitor** and review trends to ensure we can identify risks at an early stage and put in place effective systems to mitigate risks.
- We will develop and improve our **reporting** systems to ensure that learning is identified and **actions** are taken to reduce avoidable harm and increase safety.
- We will **share our learning** to improve services within our Trust and across the wider health and social care system.

Measuring the quality of our care

- We will continue to review our **performance** against standards and identify opportunities for improvement.
- We will develop a Clinical and Social Care Governance **Audit strategy** to address key areas of patient safety and risk.
- We will continue to develop robust **corporate metrics** to monitor the quality and safety of our services.

Delivery of effective services based on evidence-based practices

- We will develop a **risk management framework** for improved governance and audit of implementation of standards and guidelines.

Improving patient and carer experience

- We will implement a corporate **Personal & Public Involvement Action Plan** working in partnership with service users and carers to capture patient experience and improve our health and care services.

- We will use patient experiences reported through formal complaints, informal feedback from our service users and compliments to gain a better understanding of the priorities and concerns of service users and to influence how we can further improve our services.
- We will identify specific areas for learning and base our improvements on the best evidence available to us.
- We will continue to develop and improve how we respond to formal complaints keeping the Northern Ireland Public Services Ombudsman's (NIPSO) Principles of Good Investigation (2009) at the centre of our investigations.
- We will contribute to the regional **Quality 2020** work stream that focuses on 'Strengthening our Responses to Adverse Incidents'. This work will support us to improve quality of our care and ensure learning from adverse incidents is shared with our service users, staff and other providers.
- We will continue to develop broader methods for capturing and using service user experiences to improve the quality of our services.
- We will develop new and improved approaches to co-production and co-design, ensuring those who use our services play a pivotal role in service improvement and transformation.





Our Commitment:

- ***The Trust is committed to promoting health and social wellbeing and reducing health inequalities to support people to live healthy lives.***
- ***We will continue to work with our statutory, community and voluntary partners to ensure effective collaborative approaches to address the needs of local communities.***

Over the next four years we will:

- Further develop opportunities to strengthen the Trust's connections to local council **Community Planning** structures and processes.
- Lead the ongoing implementation of **Smoke Free sites** for the Trust including provision of stop smoking support for staff and service users and auditing compliance across the organisation.
- Lead on the development and delivery of **health improvement action plans** to progress physical activity opportunities, nutrition and cooking skills, sexual health, home accident prevention, mental health and suicide prevention.
- Develop **Health Improvement and Community Development Action Plans** to meet the needs of vulnerable and harder to reach groups. Specific plans will be developed to meet the health and wellbeing needs of Looked After Children and Adults with a Learning Disability.
- **Increase access to cancer information** with the development of information points and further development of health and wellbeing events and services for people affected by cancer.
- Co-ordinate and deliver **Early Intervention programmes** including "Roots of Empathy" and 'Mellow Parenting' and a portfolio of parenting support programmes commissioned by the Public Health Agency and related primarily to the Delivering Social Change (DSC) Early Intervention Transformation Programme.
- Support **sustainable approaches to community development** for health and social wellbeing including delivery of Community Sector Training programme, further development of the role of and support for Community Health Champions and Trainers across the community, and implementation of Neighbourhood Renewal Health Improvement Plans in Newry, Craigavon, Lurgan, Portadown, Dungannon and Coalisland.
- Improve **access to information on a range of services and supports for older people.**
- Increase **opportunities for volunteering** across the Trust.
- Provide support to **improve the health and social wellbeing of carers.**



Our Commitment:

- ***We will publish our Quality Improvement Strategy aligned to our corporate objectives.***
- ***We will engage our service users, carers and our statutory, community and voluntary sector partners to develop quality improvement skills that will enable an equal partnership in the co-production and co-design of our services.***
- ***We will nurture a 'listen and learn' culture.***

Over the next four years we will:

- Encourage learning and provide a supportive environment where staff can thrive in leading quality improvement in the services they provide to our community.
- Continue to embed our bespoke Quality Improvement Programmes to sustain capacity & capability for improvement across all staff groups.
- Share good practice and also learn from the experiences of others on a local, national and international basis.

How will we know we have made a difference?

Through the delivery of our plans we will:

- Increase the number of staff trained in Quality Improvement methods by a further 10% above 2016/17 levels.
- Benefit from the experience of service users, carers and wider stakeholders with training in quality improvement methods to influence our improvement plans. We aim to have a minimum of 100 participants trained by 2021.
- Continue to share, sustain, spread and celebrate the success of service improvement initiatives implemented by our staff.



We will also take forward specific plans within each of our programmes of care as follows:

Children and Young People's Services

At the core of our service delivery plans will be the engagement, participation and support of children, families and carers to identify solutions and make choices in the delivery of care to best meet the needs and interests of the child.

This will be supported by appropriately trained, skilled and competent professionals and through partnership working with

community and voluntary groups and other statutory agencies to ensure we optimise the best use of our resources.

Our Commitment:

- ***We are committed to working in partnership to progress the ongoing development and reform of services to provide for better health and wellbeing outcomes for children.***
- ***We recognise the importance of investing in preventative services and early years support to deliver longer term health and social care benefits and ensuring effective safeguarding of children in the Southern area.***
- ***We want to enable children and young people to be safe and healthy and support them to learn, achieve and thrive into adulthood.***

What do we want to achieve?

- Children and young people to be given the **best start in life** so that they will have a better opportunity to achieve life and educational goals, improving outcomes for children and their families and enabling successful transition into adulthood.
- All children in need experience **stability** to help them feel safe, happy and resilient in life.



How do we plan to deliver this?

- **Provide robust, timely assessment and agree plans to meet the needs of the child/family. To achieve this, we will:**
 - Continue to support children and families through a range of screening, prevention, early intervention and safeguarding initiatives to promote safety, good health and social care and healthy behaviours.
 - Continue to strengthen the Health Visiting and School Nursing Service to fully deliver the *Healthy Child and Healthy Future Programme* and promote the health and well-being of school age children.
 - Continue to develop and improve the 'Gateway' and Family Intervention Services.

- Provide early psychological support and diagnosis for children to enhance their physical, mental and emotional wellbeing.
 - Re-design and re-configure our existing services where necessary to optimise our effectiveness in care planning and delivery.
- **Provide for effective interventions and promote independence. To achieve this, we will:**
 - Work in partnership with other agencies and service providers to sustain, improve and build effective statutory family support and child protection services for children and their families.
 - Provide accessible paediatric services in the community to enable a move from delivering care for children with complex conditions outside of hospitals where appropriate.
 - Develop appropriate permanency plans and placement choices for “Looked After” children and young people and provide greater opportunities to support children to grow up in a family setting.
 - Ensure early engagement with “Looked After” young people from the age of 14 years to inform education and employment choices to improve outcomes when leaving care.
- **Provide access to a range of timely appropriate and integrated supports for children, young people and their families. To achieve this, we will:**
 - Promote greater choice and integration options for children with disabilities and their families by continuing to develop a wide continuum of services.
 - Enhance our Child & Adolescent Mental Health Services to better support specialised needs of children and adolescents with an intellectual disability.
 - Maximise effectiveness of our hospital based paediatric and neonatal services across Daisy Hill and Craigavon Area Hospital including expansion of ambulatory care models to reduce the need for children to be admitted to hospital.
- **Embrace Technology to improve sharing of information/communication across services and with service users. To achieve this, we will:**
 - Develop a Communication Strategy, to support our Integrated Care teams to utilise available technology to share information/communicate with service users and others.
 - Embrace further roll out of the Community Information System (PARIS) across children and young people services and explore mobile working solutions to improve timely communication and information sharing with other professional disciplines and service users.

How will we know we have made a difference?

Through the delivery of our plans we would aim to achieve the following outcomes:

- Increase the number of children who reach developmental milestones
- Improve school attendance and achievement
- Increase the number of children living in a stable and safe environment
- Reduce the number of children requiring teeth extraction
- Improve outcomes for looked after children
- Improve outcomes for children with autism
- Increase service user satisfaction with the services we provide



Mental Health & Disability Services

Our Commitment:

- ***We are committed to improving the health & wellbeing of people with mental health issues and/or disabilities by supporting individuals to achieve their full potential through choice, independence and care in the community.***
- ***We recognise the importance of delivering a “whole life approach” from early intervention, assessment and diagnosis through to treatment, care and support to enable individuals to live as independently as possible within the local community with a reduced reliance on hospital care.***
- ***We will involve, listen and respond to the voice of our patients and carers in co-producing how we plan and deliver our services and support them to have more choice and control in their lives, ensuring they are fully involved in decisions about their own treatment and care.***

We will continue to work in partnership with other public sector organisations, local voluntary and community providers, and our local communities to improve awareness of the supports available and provide for more responsive services in meeting the needs of our service users and carers.

What do we want to achieve?

- People and their carers and/or supporters involved in their care will have improved quality of experience.
- People will be offered services and support appropriate to meet their assessed needs.

How do we plan to achieve this?

- **Embed health improvement practices across our services. To achieve this, we will:**
 - Implement health promotion campaigns focused on increasing the uptake of annual health checks.
- **Develop and embed models of co-production and provide opportunities for people with lived experience to work in mental health and disability services. To achieve this, we will:**
 - Build on established progress in putting service users at the center of design and delivery of our services.
 - Support all people who use mental health or disability services to develop a personal care plan that focuses on the strengths of the individual, encourages participation, and promotes hope and self-determination.
 - Continue to promote the use of social, leisure, training and educational opportunities, to support social inclusion and personal recovery for people using mental health or disability services
- **Continue to lead on and implement Protect Life Strategies. To achieve this, we will:**
 - Lead the local multi-agency Protect Life Implementation Group and take forward actions from the revised Protect Life Regional Strategy aiming to reduce the number of Southern Trust residents who take their own lives.
- **Develop options for enhancing respite provision and day care opportunities. To achieve this, we will:**
 - Support individuals through the development of individual care plans and the use of self-directed support and individual budgets to enable



them to have access to a greater range of care services across a range of providers.

- Enhance the availability and flexibility of short breaks which are tailored to meet individual assessed need for people with a mental health problem or disability.
- Develop new purpose-designed facilities which will enhance environments for people with the most challenging behaviour and complex healthcare needs to attend our centres for rehabilitation and care.

- **Explore means to develop new supported accommodation options. To achieve this, we will:**

- Work with our partners to identify appropriate housing and accommodation options to enable people using our services to remain in the community and prevent the need for admission to hospital. This will include the development of options for adults who would benefit from short-term intervention in a time of crisis.

Develop options in the community for long term placements for people who have very challenging behaviours.

- **Deliver care informed by regionally agreed pathways and better integration with other services. To achieve this, we will:**

- Review, reconfigure and develop our dementia services to reflect the principles of the Regional Dementia Care Pathway to enable early screening, diagnosis and support for patients and their family/carers.



- Review, reconfigure and develop our dementia services to reflect the principles of the Regional Care Pathway to enable early screening, diagnosis and support for patients and their family/carers.
- Continue to improve our interfaces in the delivery of community and inpatient services as part of an integrated pathway to ensure more streamlined care and better outcomes for the patient.
- Working in partnership with our local GPs and the voluntary sector, to develop new ways of working in the delivery of primary care services that ensure people with mental health or disability problems receive services in the right place and at the right time and are better supported to recover.

How will we know we have made a difference?

Through the delivery of our plans we would aim to:

- Increase the number of permanent staff delivering services.
- Establish a baseline of people known to have had an annual health check
- Develop and implement an annual service user experience survey
- Demonstrate positive influence of Independent Advocacy Services on behalf of service users and carers
- Measure our ability to respond to out of hours demand to mental health and disability services including the Emergency Department
- Support all people with a mental health or disability to contribute to their personal development plan
- Increase the number of people with mental health problems involved with the Recovery College

Older People & Primary Care Services

Our Commitment:

- ***We are committed to developing capacity in our local community to enable people to live longer, healthier and more independent lives and provide them with choice in making decisions about their care and support.***
- ***We want to support a culture of self-care and self-management to promote the independence of people and to ensure that they have access to the information they need to enable them to seek appropriate advice, support and services when they need them.***
- ***We recognise that while more people are living longer, fuller lives and are able to maintain their independence, our services require a particular focus for those individuals with more complex needs requiring health and social care services.***

The Trust will be continue to work with local GPs to support the growing number of people with long-term conditions such as asthma, chronic obstructive pulmonary disease and diabetes, many of whom will require support in the on-going management and treatment of their condition.

We want to develop more alternatives to hospital care to ensure that care can be provided close to home, with patients and their families being active participants in their care including at end of life.

What do we want to achieve?

- More people supported to take actions to improve their health and wellbeing.
- Improved access to information, advice and patient education programmes to help people when they need it.
- Appropriate access to safe, effective and high quality care provided in the community and individual homes where possible.

How do we plan to achieve this?

- **Work with our statutory, voluntary and community partners to develop health & wellbeing strategies. To achieve this, we will:**
 - Work in partnership with service users and others to promote healthy lifestyles and early intervention services that optimise individuals ability to care for themselves.
 - Target areas and population groups where the need is greatest including support to carers.
 - Work with service users and others to create opportunities to increase social contact and support through the further development of care pathways.



- **Make information for the public more accessible and user friendly. To achieve this, we will:**
 - Improve access to a range of information, support and advice to help older people better meet health and social care needs and ensure that older people at risk of social isolation are appropriately signposted to local support and opportunities to participate.

- **Train and up-skill staff and change roles to better support person centred care. To achieve this, we will:**
 - Ensure staff have appropriate skills to flexibly respond to the changing needs of our patients and their families
 - Provide access to training and resources for professional staff to deliver programmes, information and advice that promotes improved health and wellbeing.
 - Ensure our staff provide high quality care and advice to people, their families and carers to support their care.

- **To develop services in the community which will keep you in the community and facilitate your timely discharge from hospital when needed. To achieve this, we will:**

- Involve service users and carers in the planning, development, evaluation and delivery of services.
- Improve the range of community based support and services available to give people more choice and control about the type of care they can access.
- Provide care and support around the needs of the individual through individual care plans.
- Support the development of Integrated Care Models that join up the planning and delivery of care by primary, independent, voluntary and acute teams, particularly for frail older people and people with long-term conditions, such as diabetes, respiratory conditions and those who have had a stroke.
- Ensure that capacity is built within services to meet identified need to enable people to live independently in the community, prevent inappropriate hospital admission and assist with timely discharge from hospital services.
- Ensure that high quality care within a care home is available for all older people who require to be cared for in this environment.



- **Enhanced use of technology to improve patient care and communication. To achieve this, we will:**

- Make better use of technology to enable more people to be seen, ensuring more accessible services and better use of our resources. This will include the roll out of technology to enable staff to interface from the patient's home through virtual clinics and remote consultations and the use of the NI Electronic Care Record to improve sharing of information and communication between professionals.

- **Work with Partners to develop alternative housing options for older people. To achieve this, we will:**

- Work with the Housing Executive /Supporting People and Housing Association to complete a new Supporting People Scheme in Kilkeel.

- Continue to explore options with an appointed housing association to progress new accommodation in Dromore and Armagh.
- **We will improve sustainability within the GP Out of Hours service. To achieve this, we will:**
 - Implement actions required following the outcome of a demand and capacity modelling exercise of existing services.
 - Enhance the staff skill mix within the service.
 - Maintain open recruitment for GPs.

How will we know we have made a difference?

Through the delivery of our plans we would aim to:

- Measure the impact of service user involvement on our services.
- Establish and increase service user and carer satisfaction based on people's expectations of the service.
- Improve physical, mental and social health and wellbeing of older people who use our services.



Our Hospital Network

The Southern Trust is committed to modernisation and transformation of hospital based care to ensure our services are sustainable into the future.

This means that many services can now be provided without the need for an overnight stay and for those patients who are acutely ill and require more specialist care in a hospital we aim to deliver safe, effective and personal care.

Our Commitment:

- ***We are committed to providing safe, high quality hospital based care to meet the demands of our growing and ageing population and the increase in people living with long term conditions.***
- ***We recognise the need to further integrate our services through innovative approaches and to ensure delivery of safe, effective and personal care ensuring hospital stays are focused on promoting independence and returning individuals to their home environment as efficiently as possible.***
- ***We are committed to delivering modern and innovative approaches to hospital based care in line with prevailing best practice standards to ensure our services remain effective and sustainable into the future***

In line with the Minister's vision and the recommendations coming from the Bengoa Report 'Systems not Structures: Changing Health & Social Care' (Nov 2016) the Trust will work in partnership with our commissioners, other Trusts and providers in the regional service configuration /review process. This could mean changes in how and where we deliver both emergency and planned care services in the future.

Underpinning all our service change plans will be engagement, participation and support to service users and staff to ensure that any proposed service change is fit for purpose and achievable within our available resources.

What do we want to achieve?

- Safe, high quality hospital services.
- Improved quality of patient experience.
- Provision of evidence based care with improved patient outcomes.
- Sustainable services including effective clinical networks where appropriate.
- Best use of our resources – including workforce and infrastructure.

How do we plan to achieve this?

- **Improve the interface across primary, community and secondary care**
To achieve this, we will:
 - Enhance and expand delivery of acute outpatient services in primary and community care settings as alternative to traditional hospital outpatient consultations, where possible.
- **Improve access to senior decision making and assessment earlier in the pathway. To achieve this, we will:**
 - Continue to develop virtual clinics to enable GPs to access specialist advice avoiding the need for patients to come to hospital unnecessarily.
 - Ensure senior decision making at the earliest point for those requiring hospital based care.
- **Move from a model of 'admission' to a model of 'assessment' where appropriate. To achieve this, we will:**
 - Seek to improve our management of emergency care demand alongside delivery of planned activity and establish new ambulatory service models.
 - Further develop 'one-stop' assessment and treatment clinics, in partnership with our primary care partners to streamline patient pathways that enables patients to receive their diagnostic tests, diagnosis and clinical treatment plan on the same day, where possible reducing the need for multiple visits to hospital.
- **Explore opportunities to develop and enhance existing skills and new roles for our workforce. To achieve this, we will:**
 - Continue to provide a quality service delivered by appropriately qualified and trained clinical and support staff at all levels.
 - Engage with staff in a team based approach to grow and develop a workforce responsive to changes in care now and in the future including exploring ways to increase the supply of staff, extend existing job roles, develop new roles and new ways of working.
- **Improve the environment for staff and patients. To achieve this, we will:**
 - Bring forward plans to improve hospital infrastructure and environment to create additional capacity and improve staff and patient experiences.

- Establish a designated 'Lounge' that provides a comfortable area for those awaiting hospital discharge.
 - Consolidate implementation of our Changing for Children Strategy, enabled by the opening of new paediatric facilities at Craigavon Area and Daisy Hill Hospital sites.
 - Progress plans for the redevelopment of Craigavon Area Hospital and in the interim we will plan for shorter term solutions to optimise capacity to meet current demands for service.
- **Use of technology to improve service delivery. To achieve this, we will:**
 - Continue to develop and use technology to support the delivery of modern, accessible and safe services within all our hospitals. This will include improved use of the Northern Ireland Electronic Care Record (NIECR) and implementation of an electronic referrals system and improved use of the electronic white boards for managing patient 'flow' within the hospital system.

How will we know we have made a difference?

Through the delivery of our plans we would aim to:

- Achieve commissioned levels of activity and service targets associated with the commissioning plan direction.
- Increase service user and carer satisfaction with the services we provide
- Reduce the number of admissions to acute hospital
- Increase the number of diagnostic tests performed in line with NICE guidance
- Reduce readmission to inpatient wards
- Reduce unnecessary internal ward transfers of patients
- Reduce the vacancy and turnover rate of hospital based staff
- Maintain high performance in terms of average length of Stay
- Reduce mortality and morbidity rates
- Increase virtual and e-triage activity





Our Commitment:

- *We will develop a Workforce Strategy 2017-2021 that aligns to our Trust vision, values and corporate objectives.*
- *We will promote opportunities to listen to and engage with our staff*
- *We will promote opportunities for staff development and recognition of achievements of staff*

We recognise the need for a robust workforce strategy if we are to continue to change our ways of working and develop new models of care. A workforce strategy, in line with our future direction of travel, will ensure we can attract, recruit, develop and retain suitably skilled and experienced staff who are motivated and committed to the delivery of excellent quality services that meet the changing needs of our local population.

Through our Workforce Strategy 2017- 2021 we commit to:

- Ensuring staff are given **clear objectives** that are in line with the Trust's overarching corporate objectives and that they are clear about what we expect from them.
- Ensuring that **workforce capacity, capability and new ways of working** are in line with future service plans and with quality standards.
- Fostering the **growth and development** of staff in order to stimulate and support innovation and effective, compassionate leadership at all levels, including developing **team working** and cooperation within and across teams.
- Implementing **best practice in change management** to equip, engage and support the workforce through service transformation.
- Ensuring that excellent '**customer' care based on and what quality means to service users** ensuring the public remain central to service delivery.
- **Caring for our staff** through further collaborative working with the wider HSC family to strengthen the Trust's existing approach to staff health and wellbeing given the increasing pressures on our workforce.
- Embedding **equality and diversity** as part of our Trust 'DNA'.
- **Supporting our local communities** by promoting and offering opportunities for meaningful and last career opportunities.
- **Recognising staff for their achievements and contribution** to the work of the Trust.



The Trust is facing into challenging times during the period of this corporate plan.

To achieve our objectives in this context we will be required to make best use of our workforce, our financial resources and ensure we pursue opportunities that modern technology and new approaches to care offer.

Our Commitment:

- ***We are committed to ensuring our resources are used efficiently and effectively to deliver safe, high quality health and social care services.***
- ***We are committed to working with regional and local commissioners to address the demands of our growing population during a highly challenging financial climate.***
- ***We are committed to supporting service transformation and new service models that will deliver enhanced opportunities for service users/carers and our staff in the future.***

Best Use of our Workforce

The Trust recognises that our staff are our most important resource. To ensure we continue to deliver high quality, effective health and social care, the Trust will ensure we make best use of our skilled staff by implementing effective skill mix models and ensuring appropriate support staff are available to make sure that service users receive the right care by the right professional at the right time.

Utilisation of our Financial Resources.

The Financial Strategy for the Trust over the next four years is set in the context of the approach to future financial planning outlined by the Department of Health.

The Trust will aim to identify all available opportunities in seeking to manage a challenging financial position, whilst also securing delivery of reform and service transformation.

As our top priority, the Trust will seek to maintain safety, quality and performance and ensure that patients and clients are at the centre of care at all times. This includes actively influencing opportunities for system wide improvement to ensure service sustainability into the future.

Regional opportunities for service transformation will be led by the Department of Health as outlined in Health & Wellbeing 2026: Delivering Together and the Trust will work closely with Commissioners, other providers and all stakeholders to design and deliver the vision articulated by the Minister for Health and ensure alignment with the Trust's strategic vision and values for the future.

Information and Communications Technology (ICT)

ICT plays a pivotal part in achieving our Trust objectives by supporting growth in demand through modernisation of traditional practices that enables our services to be delivered efficiently and effectively by providing opportunities to increase 'remote' working and through improving access to information in acute hospitals and in community settings.

The Trust's ICT Business Plan recognises that ICT could be used extensively to enable, support and sustain change and drive efficiency through sharing clinical information digitally (Northern Ireland Electronic Care Record - NIECR) and changing the delivery of traditional services such as outpatient clinics through use of 'virtual' technology, such as 'face time' or 'skype'.

Technology also supports a culture of openness, transparency and comparability of information. The use of digital records, such as 'PARIS' Community Information System, help enable the delivery of the Trust's corporate objectives in this respect. The Trust is committed to harnessing information and new technologies to achieve higher quality care and improve outcomes for patients and service users.

At the same time the Trust is committed to the highest standards of information governance and Information Technology security when managing people's information whether this is in traditional forms or in electronic or technology based systems.

How will we know we have made a difference?

Through the delivery of our plans we would aim to:

- Optimise our skill mix across professional groups in line with best practice
- Reduce our reliance on temporary and agency staffing and increase our permanent workforce in line with funded levels
- Deliver a balanced financial position on an annual basis including delivery of any cost improvement plans agreed by the Department of Health.
- Accelerate access to mobile technology devices for staff.
- Regularly review and update our IT security to identify potential risks and mitigation actions required to protect against 'cyber- attack' and other threats.
- Take action to increase staff awareness of information governance and data security issues.





Our Commitment:

- ***We are committed to ensuring meaningful involvement of our service users, carers, local communities and partners in improving the design, delivery and efficiency of our services.***
- ***We will play an active role with partners in our local community planning processes.***

In working with others we will:

- **Involve and engage** patients, service users, carers and representative groups in establishing priorities and plans and supporting the evaluation of health and social care delivery to provide learning and continuous improvement of our services.
- **Extend the good work** we are already doing through our Personal and Public Involvement Panel, Carers Reference Group, Mental Health Service User Groups, Maternity Services Liaison Committee and Traveller Action Group.
- **Provide effective leadership** and support across all areas to create opportunities for the involvement of service users and carers, in identifying needs and priorities and in the design, planning, delivery and evaluation of services.
- **Support carers** to access a wider range of services, improve their health and wellbeing and access financial support.
- **Strengthen the Trust Volunteer Service** through the targeted recruitment of volunteers and the development of new roles to address a range of support needs in the community.
- **Embed community development approaches** to support local involvement and innovation in the future delivery of services including working with our partners to encourage support for a mixed economy approach to the provision of health and social care across all sectors.





- **Expand and develop opportunities for learning from our service user experiences** including ongoing participation in the ‘10,000 Voices’ Projects to give our patients, families and carers the opportunity to share their overall experience and highlight what they liked or disliked about their experience.

- Through our membership of **Co-operation and Working Together (CAWT)** we will work with participating Trusts including the Health Service Executive in the Republic of Ireland and providers in the Scottish health service to deliver projects agreed for funding through the *Interreg V* programme during the period of this corporate plan.

Our role in local Community Planning

The Trust is committed to the overarching principles that underpin the purpose and process of community planning at a local level – including the recognition that health and social wellbeing requires collaborative approaches across sectors and settings to maximise impact for communities, particularly for those who are most disadvantaged.



We are active partners in the development of Community Plans across our 3 locally aligned council areas including:

- **Armagh City, Banbridge and Craigavon**
- **Newry, Mourne and Down, and**
- **Mid- Ulster Councils**

These Community Plans will be implemented from 1st April 2017. This will provide a process for shared ownership of and responsibility for public health and well-being, with particular reference to the Regional Framework **“Making Life Better”**. The Trust welcomes the fact that each of our councils includes a clear focus on public health and social wellbeing.

Alignment of our Corporate Plan with local community plans offers a renewed focus on partnership development, opportunities to explore synergies between different organizations and local communities, and the potential over time for sharing resources and reducing duplication of effort, while building resilience and capacity within communities for longer term gains for health and social wellbeing.

Section 5: Making our **Vision** happen

The previous sections have set out our proposed strategic direction for our services, identifying the outcomes we aim to achieve and the actions we propose to deliver on these outcomes.

We have been engaging with our staff on an ongoing basis through our corporate planning processes to inform our strategic priorities and agree how best we can deliver on these in line with **our vision** and **core values**. We will want to hear more from our staff, families, carers and our other partners to help us inform changes and improvements in service delivery in the future.

We are continuing to look at how we can further develop how services are delivered across the Trust. Some of this work will be informed by public consultations and more detailed thinking and planning will be important to ensure any changes we make deliver improved outcomes for our patients and families/carers.

We will also be continuing to review our plans in the context of wider Health and Social Care changes, including how the recommendations of the Bengoa Report are to be progressed to deliver on the radical changes proposed in the Ministers vision document set out in *Health & Wellbeing Strategy 2026- Delivering Together*.

We will be continuing to engage with staff, users, carers, staff representatives, voluntary and private providers, and local communities, the Department of Health, Health and Social Care Board, Public Health Agency, Southern Local Commissioning Group, Integrated Care Partnership, GPs and primary care providers and our local Councils. We will work in partnership with them to manage the challenges we are faced with and ensure we maximise opportunities to secure safe, high quality, effective, efficient and affordable local services.

The Trust plans to effectively communicate this plan **to our staff, patients and the wider community** using a range of methods of engagement including: -

- Senior Management Team and Trust Board Meetings
- Team Meetings with Staff
- 'Southern-i' Electronic Newsletter
- 'Global' emails to staff
- Meetings with Commissioners and Service User Groups
- Sharing electronic 'links' to documentation with local Councils and Assembly members and where appropriate meet to discuss
- Trust Internet Website
- Our Social Media sites – Twitter, Facebook

Section 6: Equality and Human Rights Considerations

Section 75 Equality Duties

The Southern Trust is committed to fulfilling its statutory equality duties as set out in Section 75 of the Northern Ireland Act 1998 (the Act) which requires public authorities, in carrying out their functions relating to Northern Ireland, to have due regard to the need to promote equality of opportunity and regard to the desirability of promoting good relations.

In carrying out our functions relating to Northern Ireland we are required to have *due regard* to the need to promote equality of opportunity between:

- persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation
- men and women generally
- persons with a disability and persons without
- persons with dependants and persons without.

In addition, without prejudice to the obligations above, in carrying out our functions in relation to Northern Ireland we are required to have *regard* to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.

In developing our Equality Scheme, the Trust fully adopted the model scheme devised by the Equality Commission for Northern Ireland – the purpose and intent of which is to set out best practice. In so doing we commit to having effective internal arrangements in place for ensuring our effective compliance with the Section 75 statutory duties and for monitoring and reviewing our progress.

We realise the important role that the community and voluntary sector and the general public have to play to ensure the Section 75 statutory duties are effectively implemented. Our Equality Scheme demonstrates how determined we are to ensure there are opportunities, for people affected by our work, to positively influence how we carry out our functions in line with our Section 75 statutory duties.

Human Rights

The Trust is also mindful of the Human Rights Act, which came into effect on 2 October 2000, makes it unlawful to act in a way which is incompatible with the European Convention on Human Rights.

Disability Duties

The Trust when carrying out its function will also pay due regard to the need to:

- promote positive attitudes toward disabled people; and
- encourage participation of disabled people in public life.

Equality Screening

In keeping with the commitments in its Equality Scheme the Trust has carried out a preliminary equality screening of its Strategic Plan the outcome of which was the decision to subject the Plan to '**on-going screening**' given its strategic nature - which is in line with the Equality Commission for NI Guidelines which state that .. *"for more detailed strategies or policies that are to be put in place, through a series of stages, a public authority should then consider screening at various times during implementation"*.

The Trust is committed to subjecting the proposals contained within its **finally agreed Plan** to further robust equality screening and fuller Equality Impact Assessment (EQIA), where necessary and appropriate, and as they further develop.

The Trust fully accepts its obligations to take appropriate steps to mitigate any adverse impacts and to consider alternative policies in furthering its section 75 statutory equality duties.

Consultation

The Trust recognises the importance of consultation and is committed to carrying out consultation in accordance with the principles contained in its Equality Scheme together with its arrangements detailed in its PPI Strategic Action Plan. It is therefore planned that there will be a full consultation process undertaken as part of any service change proposal following from this Corporate Plan in line with departmental guidance.

The Trust will take into account any views provided in relation to its Draft Corporate Plan in informing its final Plan.

Management of Change

In order to manage and mitigate any potential differential impact of any service change proposals on existing staff the Trust will adopt a project management approach. As part of this approach a project management group will include a human resources and trade union representative(s) so as to ensure robust, fair and agreed human resources processes are in place to manage any future staff changes. The Trust's Management of Change Framework is the main vehicle for effecting change within the Trust.

The Trust Equality Scheme and a copy of the Equality Screening template for this proposal are available upon request, in alternative format or in languages for those who are not fluent in English by contacting the Equality Assurance Unit as follows:

Mrs Lynda Gordon
Head of Equality Assurance Unit
Southern Health and Social Care Trust
Hill Building
St Luke's Site
Loughgall Road
Armagh
BT61 7NQ
Tel: 028 3741 2522 Email: lynda.gordon@southerntrust.hscni.net

Section 7: Rural Proofing

The Department of Agriculture and Rural Development has published guidelines for rural proofing in the development of new policies or policy proposals. The Trust remains committed to the principles set out in these guidelines and routinely consider the impact of any of its service change proposals on staff, patients and the wider public.

The Trust's Corporate Plan for the next 4 years provides an overview of the strategic direction of the Trust. Any specific service changes proposed will be subject to a formal public consultation process which will involve a review of specific information on those areas or communities which may be impacted by the proposal. Consideration will be given to any adverse differential impact that proposals may have on people living in rural areas, how any differential impact could be addressed and the costs and benefits of doing so.

Where the outcome of equality screening necessitates the need for full Equality Impact Assessments to be undertaken for specific service change proposals, the Trust will identify any accessibility issues for staff and patients and include consideration of issues such as ease of access to services for service users and availability of transport and telecommunications infrastructures.

Section 8: **Managing, Monitoring and Adapting our Plans**

To plan over a four year period is challenging given the complexities that exist in the management and delivery of health and social care services. The Trust expects its plans to evolve as we develop and implement changes and as we adapt to changes identified through regional work being undertaken to deliver on the *Health & Wellbeing Strategy 2026*.

As we work to optimise opportunities to improve and develop our services we will continue to maintain high quality, safe care to meet identified need within the financial envelope available to us.

We will be checking our progress regularly to ensure we keep on track and consider any action required where work is not going to plan. We will be incorporating the plans in this document and reflecting any changes to these in our **Annual Service Management Plans**.

We will continue to report on performance to our Senior Management Team and Trust Board through end of year updates on progress against our Corporate Plan.