



Health and Social  
Care Board

# **HSCB**

## **Business Plan Objectives**

### **2021-2022**

---

# Contents

---

	Page
Background, Role and Purpose	3
HSCB Values	4
Introduction	5
Membership and Structure of the HSCB SMT	7
Key Themes	9
Corporate Objectives	
• Corporate Objectives under Theme 1	11
• Corporate Objectives under Theme 2	16
• Corporate Objectives under Theme 3	18
• Corporate Objectives under Theme 4	21

# Background

---

## Role

The Health and Social Care Board (HSCB) is a statutory body responsible for the commissioning of health and social care services for the population of Northern Ireland (NI). The role of the HSCB is broadly contained across three functions:

1. To arrange or 'commission' a comprehensive range of modern and effective Health and Social Care services for the 1.8 million people who live in NI.
2. To performance manage Health and Social Care Trusts that directly provide services to people and support service improvements in pursuit of optimal quality and value for money, in line with relevant government targets.
3. To effectively deploy and manage its annual funding from the NI Executive – currently around £6.6 billion – to ensure that this is targeted upon need and reflects the aspirations of local communities and their representatives.

## Purpose

It is the responsibility of the Board in co-operation with the Public Health Agency (PHA) to:

- Assess health and social care needs and identify ways in which these needs might be met by engaging with a wide range of stakeholders including the public, individual patients, their relatives and carers, health and social care professionals, Trusts and other providers of health and social care.
- Ensure high quality, person centred safe effective services are equitably distributed.
- Work closely with provider organisations, service users and other stakeholders to ensure the services we commission are the subject of regular and ongoing performance appraisal and quality improvement.

## HSC Values

We are committed to ensuring these values are reflected in how we do our business and should shape the culture of the organisation.

- Working together – we work together for the best outcome for people we care for and support. We work across Health and Social Care and with other external organisations and agencies, recognising that leadership is the responsibility of all.
- Compassion – we are sensitive, caring, respectful and understanding towards those we care for and support our colleagues. We listen carefully to others to better understand and take action to help them and ourselves.
- Excellence – we commit to being the best we can be in our work, aiming to improve and develop services to achieve positive changes. We deliver safe, high-quality, compassionate care and support.
- Openness/honesty – we are open and honest with each other and act with integrity and candour.

# Introduction

---

The Business Plan for the year 2021/22 outlines the key corporate objectives the Board aims to achieve in the year ahead. The HSCB also publishes a Commissioning Plan, in partnership with the Public Health Agency (PHA), in response to the direction set by the Department of Health.

The Commissioning Plan sets out the range of services to be commissioned and the associated costs of delivering these. From June 2020, the Health Minister directed the HSCB, PHA, Trusts and the Business Services Organisation to prioritise service planning, delivery and deployment of resources, for a two year period, to stabilise and restore service delivery as quickly as possible by achieving the right balance between delivering Covid-19 and non-Covid-19 activity.

This Business Plan does not seek to duplicate the detailed objectives and activities set out in the Commissioning Plan, but rather to outline the key objectives and priorities for the organisation in addition to those associated with the Commissioning Plan, and those that will support its delivery. In delivering its objectives, the HSCB works closely with, and is supported by, colleagues in the Public Health Agency.

The Plan is supported by a set of individual directorate objectives and is therefore not intended to be a comprehensive statement of every aspect of the Board's work in the coming year and there are numerous areas of 'on-going' work not specifically identified in this Plan and which are no less important.

This Plan is being developed during a period of significant reform in Health and Social Care (HSC), and at a time of change in HSC structures. From 1 April 2022 responsibility for existing Health and Social Care Board functions will move to the Department of Health (DoH). The functions will be undertaken by a new group to be established within DoH with staff contracts transferring to the Business Services Organisation in a hosting arrangement.

## **Managing Risk**

The HSCB Corporate Risk Register and Assurance Framework have clear links to the Business Plan to ensure the HSCB Board effectively manages risk in order to meet objectives.

## **Progress Monitoring**

A bi-annual progress report on the Business Plan will be submitted to the Governance Committee of the Board in the second and fourth quarters of the year.

## **Equality and Human Rights**

This Business Plan has been screened for equality implications as required by Section 75 and Schedule 9 of the Northern Ireland Act 1998. Equality Commission guidance states that the purpose of screening is to identify those policies which are likely to have a

significant impact on equality of opportunity so that greatest resources can be devoted to these.

Using the Equality Commission's screening criteria, no significant equality implications have been identified. The plan will therefore not be subject to equality impact assessment.

This procedure has been considered under the terms of the Human Rights Act 1998 and was deemed compatible with the European Convention Rights contained in the Act.

All relevant objectives contained within the Business Plan will however be screened for equality and human rights implications and where required a full equality impact assessment will be completed.

# Membership of the Health and Social Care Board

---

The Board of the Health and Social Care Board is made up of a Non-Executive Chair, Non-Executive Directors and Executive Directors, including the Chief Executive.

The Chief Executive is directly accountable to the Chair and Non-Executive Directors for ensuring that Board decisions are implemented, that the organisation works effectively in accordance with government policy and public service values, and for the maintenance of proper financial stewardship.

Executive Directors are senior members of the HSCB's full time staff who have been appointed to lead each of the Board's major functions.

The Non-Executive Chair is responsible for leading the Board and for ensuring that it successfully discharges its overall responsibility for the organisation as a whole. The Chair is accountable to the Minister for Health.

Non-Executive Directors are appointed by the Health Minister in accordance with the Code of Practice issued by the Commissioner for Public Appointments for Northern Ireland. The Non-Executive Directors are independent and reflect wider outside and community interests in the decision making of the Board.

The Board currently comprising of the following Directors:

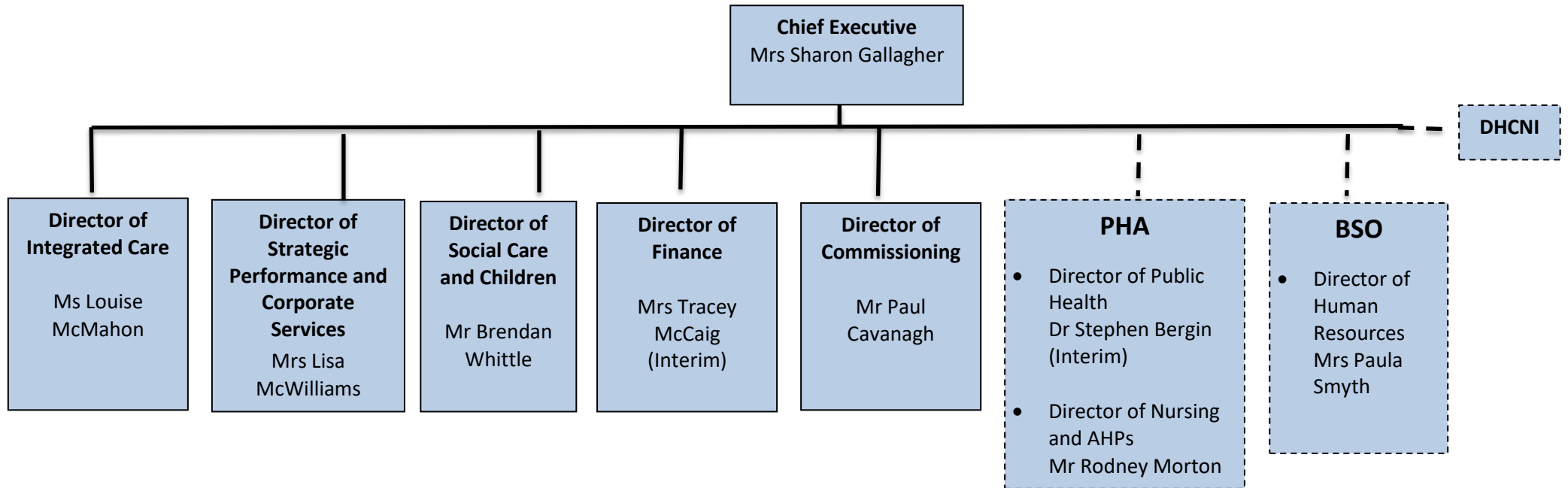
## **Non- Executive Directors**

- Mr Leslie Drew (Chair)
- Dr Theresa Donaldson
- Mrs Stephanie Lowry
- Mrs Catherine McCallum
- Dr Thomas Moore
- Dr Nazia Latif
- Mr Norman McKinley

## **Directors**

- Mrs Sharon Gallagher
- Mr Paul Cavanagh
- Ms Tracey McCaig
- Mrs Lisa McWilliams
- Mr Brendan Whittle

# HSCB SENIOR MANAGEMENT TEAM



The Public Health Agency Medical Director/Director of Public Health (Dr Stephen Bergin (Interim) and Director of Nursing and AHPs (Mr Rodney Morton) and the Business Services Organisation Director of Human Resources (Mrs Paula Smyth) are also members of the HSCB Senior Management Team.

A Memorandum of Understanding exists between DoH and HSCB which sets out the respective responsibilities for the Digital Health Care Team for Northern Ireland (DHCNI).



# Corporate Objectives and Key Themes

---

The following Corporate Objectives set out the key areas of work for the HSCB during 2021/22. Each objective is underpinned by a comprehensive set of directorate objectives all of which are subject to bi-annual review in order to monitor the progress of achievement within the resources available.

The plan is represented under four departmental themes that reflect how the Board will conduct its business and manage its resources to ensure that it commissions and supports the delivery of high quality health and social care services within the resources available during 2021/22.

In line with the migration of the HSCB to DoH these themes are reflective of the DoH Business Planning framework as detailed below:

1. Theme 1 - Setting the direction for the whole HSC system;
2. Theme 2 - Support for the Minister and the wider machinery of Government;
3. Theme 3 - Holding the system to account;
4. Theme 4 - Departmental resources are deployed in the most effective way.

## Accountability

---

Whilst each corporate objective has a nominated owner at directorate level, the senior management team are committed to working collectively in order to ensure a collaborative approach to the achievement of all objectives.

# CORPORATE OBJECTIVES

---

# Theme 1

Setting the direction for the whole HSC system

<b>THEME 1: Setting the direction for the whole HSC system</b>							
<b>No.</b>	<b>PFG Outcome</b>	<b>Strategic Priority / Theme</b>	<b>What we will do</b>	<b>By when</b>	<b>How will this achieve our objective</b>	<b>Indicative Costs</b>	<b>Owner</b>
1		Setting the direction for the whole HSC system	To work collaboratively with the PHA in the development of a HSC Safety Framework.	31 March 2022	Facilitate improvement in the safety and quality of services within Primary, Secondary and Community Care including regional learning from SAIs, Complaints, Patient Client Experience and recommendations from confidential enquiries and RQIA reports.	Recurrent funding secured	Director of Strategic Performance  (Director of Nursing, PHA Lead)
2		Setting the direction for the whole HSC system	Lead the strategic performance management agenda including a focus on new performance measures for new models and new ways of working.	31 March 2022 (ongoing)	Enable monitoring of new ways of working to ensure improved services for patients.	Funded within current resources	Director of Strategic Performance
3		Setting the direction for the whole HSC system	Manage and rebuild all FHS Contractor Services in line with contractual and statutory obligations and provide professional medical, dental, pharmacy and optometry advice to wider HSCB Commissioning Processes.	31 March 2022	By ensuring that services are planned and delivered appropriately.  Ensuring effective financial management of all FHS budgets will contribute to HSCB breakeven requirement.  Supporting the rebuilding of health services through a range of initiatives including the NMS Action Plan, Emergency Dental provision and the Elective Care Plan,	Existing Directorate Budget	Director of Integrated Care

**THEME 1:**  
**Setting the direction for the whole HSC system**

No.	PFG Outcome	Strategic Priority / Theme	What we will do	By when	How will this achieve our objective	Indicative Costs	Owner
4		Setting the direction for the whole HSC system	Directorates within HSCB to work with HR to ensure appropriately skilled staff are in place, available for work and engaged with the organisation.	31 March 2022	<p>It will be achieved through:</p> <ul style="list-style-type: none"> <li>• Delivery of the Ambition People Strategy action plan for 2021 – 22 in collaboration with HSC Leadership Centre</li> <li>• Delivery of HR &amp; Staffing Migration action plan</li> <li>• Directors and Senior Teams working closely with HR Organisational Change Manager and HR Business Partner</li> <li>• Monthly HR update reports to SMT and Board</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• An Internal Communications Framework including Directorate meetings and briefings with monthly zoom meetings led by Directors</li> <li>• A Staff</li> <li>• Framework outlining how migration will be managed</li> </ul>	Recurrent funding in place	Director of Human Resources

**THEME 1:**  
**Setting the direction for the whole HSC system**

No.	PFG Outcome	Strategic Priority / Theme	What we will do	By when	How will this achieve our objective	Indicative Costs	Owner
					<ul style="list-style-type: none"> <li>Partnership working with Trade Unions and staff</li> </ul>		
5		Setting the direction for the whole HSC system	To work with DoH, PHA, BSO and other stake-holders to ensure the most effective and smooth transition of the HSCB's functions and staff and to ensure staff are fully informed and involved throughout the change.	31 March 2022	<p>PHA, BSO, DoH representation at Board and SMT meetings.</p> <p>Director attendance at Migration Project Staff Side Forum.</p> <p>Chief Executive member of Migration Project Oversight Board.</p> <p>HSCB, BSO, PHA and DoH membership of Migration Project design groups and workstreams.</p> <p>Chief Executive and Directors attendance at Migration Project Joint Forum.</p> <p>HSCB, BSO and DoH representation on Internal Communications Working Group.</p>	Non-recurrent funding secured	Migration Project Director with HSCB Directors
6		Setting the direction for the whole HSC system	Work with stakeholders to develop HSC Digital Strategy and Vision	31 March 2022	To deliver a clear understanding of the digital inputs required in the delivery of HSC Services.	Funded from DHCN Portfolio funds	Chief Digital Information Officer

**THEME 1:**  
**Setting the direction for the whole HSC system**

No.	PFG Outcome	Strategic Priority / Theme	What we will do	By when	How will this achieve our objective	Indicative Costs	Owner
7		Setting the direction for the whole HSC system	Development and roll-out of multi-professional digital capability framework, including role of professional bodies	31 March 2022	To deliver a clear HSC wide digital framework setting out digital capability requirements for HSC staff.	Funded from DHCN Portfolio funds	Chief Digital Information Officer
8		Setting direction for whole of HSC System	Lead cancer service reform, including directing implementation of the Cancer Recovery Plan and supporting enhanced role of NICaN.	March 2022	Subject to Ministerial approval, Work with DOH to agree oversight arrangements for the delivery of the Cancer Recovery Plan.	Current resources and further funding if secured	Director of Commissioning
9		Setting the direction for the whole HSC system	Develop a cyber-Strategy and roadmap for the delivery of Cyber services	31 March 2022	To deliver clear direction for HSC that around the development implementation and support of appropriate HSC wide response to Cyber threat and consistent application of HSC wide audit recommendations relating to cyber threat.	Funded from DHCN Portfolio funds	Chief Digital Information Officer

# Theme 2

Support for the Minister and the wider machinery of Government



**THEME 2:****Support for the Minister and the wider machinery of Government**

No.	PFG Outcome	Strategic Priority / Theme	What we will do	By when	How will this achieve our objective	Indicative Costs	Owner
10		Support for the Minister and the wider machinery of Government	To ensure the continued delivery of high standards of corporate governance by HSCB through a business framework appropriate to compliance with statutory corporate responsibilities including Independent Inquiries.	31 March 2022	Appointment of a Project Manager to work collaboratively across HSCB Directorates, with DoH and Directorate of Legal Services to review and refresh current corporate processes to ensure good governance is attained in the transition year.	Recurrent and non-recurrent funding secured.	Director of Strategic Performance
11		Support for the Minister and the wider machinery of Government	To lead on strategic Health and Social Care communications and engagement with a wide range of stakeholders to support key service changes and the transformation agenda.	31 March 2022	To work collaboratively with DoH and HSC organisations to devise, implement and evaluate effective communications and engagement strategies and associated action plans using a number of communications and engagement channels, methods and tools.	Non-recurrent funding secured as per appropriate Directorates	Director of Strategic Performance

# Theme 3

Holding the system to account

<b>THEME 3:</b>							
<b>Holding the system to account</b>							
<b>No.</b>	<b>PFG Outcome</b>	<b>Strategic Priority / Theme</b>	<b>What we will do</b>	<b>By when</b>	<b>How will this achieve our objective</b>	<b>Indicative Costs</b>	<b>Owner</b>
12		Holding the System to Account	To work collaboratively with the Trusts to ensure compliance with the Scheme of Delegated Statutory Functions	31 Mar 2022 (continuing)	Facilitate improvement in the safety and quality of services across Children's and Social Care	Recurrent?	Director of Social Care and Children
13		Holding the System to Account	Continue to provide high quality, timely, robust and accurate monitoring information to support performance management and service improvement in line with statutory responsibilities.	31 March 2022 (ongoing)	Facilitate effective monitoring of performance against CPD standards and targets, monitoring of activity for rebuilding of HSC services and benchmarking information to support the provision of improved services for patients.	Funded within current resources	Director of Strategic Performance
14		Holding the system to account	Lead and manage quality and patient safety in all FHS Contractor services and relevant primary and secondary care interfaces.	31 March 2022	<p>Ensuring appropriate quality monitoring using KPIs and governance processes.</p> <p>By effectively meeting statutory responsibilities of the HSCB through the GP Responsible Officer and Accountable Officer for Controlled Drugs roles and actions contributing to quality and safety objectives.</p> <p>By providing appropriate professional and clinical expertise to HSCB/PHA Safety and Quality processes.</p> <p>By ensuring appropriate education,</p>	Existing Directorate Budget	Director of Integrated Care

<b>THEME 3:</b>							
<b>Holding the system to account</b>							
<b>No.</b>	<b>PFG Outcome</b>	<b>Strategic Priority / Theme</b>	<b>What we will do</b>	<b>By when</b>	<b>How will this achieve our objective</b>	<b>Indicative Costs</b>	<b>Owner</b>
					training and continuous professional development to relevant stakeholders by a range of means, including Project Echo.		
15		Holding the System to Account	Consolidate DHCNI portfolio management approach and governance arrangements	31 March 2022	This will achieve clarity on the design inputs and costs associated with the DHCNI Portfolio and the monitoring of the ongoing delivery of the Portfolio.	Funded from DHCN Portfolio funds	Chief Digital Information Officer
16		Holding the system to account;	Monitor Trust Rebuild Plans and provide reports to Rebuilding Management Board (RMB) on progress and variation.	31 March 2022 Ongoing	Ensure Trust delivery of activity against rebuild plans	Funded within current resources	Director of Strategic Performance

# Theme 4

Departmental resources are deployed in the most effective way

**THEME 4:**  
**Departmental resources are deployed in the most effective way**

No.	PFG Outcome	Strategic Priority / Theme	What we will do	By when	How will this achieve our objective	Indicative Costs	Owner
17		Departmental resources are deployed in the most effective way.	Ensure equitable access to reduce waiting times and improve outcomes to maximise capacity in HSC and to secure additional elective capacity from providers in NI, GB and RoI.	31 March 2022	Maximise available additional elective capacity to deliver improved waiting times and outcomes for patients.	£35m non-recurrent funding allocated for elective waiting lists in 2021/22 budget agreement	Director of Strategic Performance
18		Departmental resources are deployed in the most effective way.	Work with stakeholders across the HSC to agree funding/budgets allowing the development of financial plans across HSC organisations and assist the DoH with identification of regional funding gaps for further consideration.	Financial Plan approved by 30/06/21  Ongoing monitoring towards final position at 31/03/22	To provide clarity to HSC organisations on the funding available to support services in 2021/22 and to allow identification of gaps and plans to address same.	The context of the plans are within the overall budget of £6.6bn revenue and £11.3bn capital approved by the Minister for the opening 21/22 budget.	Director of Finance

**THEME 4:**  
**Departmental resources are deployed in the most effective way**

No.	PFGE Outcome	Strategic Priority / Theme	What we will do	By when	How will this achieve our objective	Indicative Costs	Owner
19		Departmental resources are deployed in the most effective way.	Support the Accounting Officer and SMT in financial management of HSCB budgets and provide informative financial reports to the Board in support of the statutory duty to break even.	September 2021	To ensure effective monitoring and reporting of all HSCB expenditure against funding envelope to ensure necessary actions are taken within HSCB to achieve financial breakeven at 31/03/22	No additional cost	Director of Finance
20		Departmental resources are deployed in the most effective way.	Support good financial governance and stewardship of HSCB budgets and expenditure decisions.	Programme of activities from July 2021- November 2022	To provide clear information, guidance and support to HSCB Officers on key financial governance matters to mitigate the risks of inappropriate decision making and to support counter fraud measures.	No additional cost	Director of Finance
21		Departmental resources are deployed in the most effective way.	Support the enhancement of evidence based decision making for the population and VFM for public resources.	Initial Process agreed and issued to HSCB, PHA and Trusts by 31/05/21	Clarity provided to the system in the approved approach for developing cases for funding developments/pressures will direct the approver to inputs, outputs, outcomes and VFM.	No additional cost	Director of Finance

**THEME 4:**  
**Departmental resources are deployed in the most effective way**

No.	PFG Outcome	Strategic Priority / Theme	What we will do	By when	How will this achieve our objective	Indicative Costs	Owner
				Fully introduce new of 5 Case Model by 31/03/21			
22		Departmental resources are deployed in the most effective way	Lead and collaborate to develop primary care and drive integration with secondary care services to improve access and meet the needs of the NI population in collaboration with relevant stakeholders.	As per commissioning cycles	By developing and improving services and implementing innovations e.g., GMS enhanced services; ; Primary Care Infrastructure; GP Federations; Primary Care Elective Care; MDTs Oral Surgery Pilot; Eyecare Network, and ICPs – including contribution to development of Integrated Care Systems.	Existing Directorate budget and any additional funds made available by DoH.	Director of Integrated Care
23		Departmental resources are deployed in the most effective way	<p>Ensure that the health and social care needs of the population are delivered by relevant providers and that those services are in line with strategic priorities.</p> <p>A particular focus will be given to ensuring that the HSC manages the on-going pressures presented by Covid -19 in rebuilding scheduled and unscheduled acute services, social care,</p>	Ongoing through-out 2021/22	Work in partnership across the HSC system to identify requirements and meet service demand.	Existing Directorate budget and any additional funds made available by DoH.	Director Of Commissioning



**THEME 4:**  
**Departmental resources are deployed in the most effective way**

No.	PFG Outcome	Strategic Priority / Theme	What we will do	By when	How will this achieve our objective	Indicative Costs	Owner
			<p>primary care and ambulance transport etc.</p> <p>This will involve putting in place contracts with independent hospitals; and reviewing Trust and regional bids for funding.</p>				
24		Departmental resources are deployed in the most effective way	<p>In line with the Nursing and Midwifery Task Group Recommendations lead the implementation of £20 million Investment in Nursing and Midwifery Workforce</p> <p>Ensures all New Models develop a workforce improvement plan</p>	By July 2020	<p>Develop a Delivering Care Implementation and Performance Management Framework.</p> <p>Establish Oversight Board</p> <p>All RMB/SMT paper will include an outline workforce plan.</p>	<p>Executive/Ministerial Commitment of £20M Through June 2021</p> <p>Monitoring Round</p>	Director of Nursing (PHA)