

# Strategic Outlook June 2023



## **Our Vision**

We provide compassionate care  
with our community,  
in our community.

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## Foreword

We live in very challenging times. Having come through a global pandemic, with some of the most difficult circumstances many of us will ever encounter, the health and social care system is now faced with pressures from every side.

Workforce pressures, as we deal with high vacancy rates and staff burnout. Demand pressures, the result of an ageing population and the very high waiting lists that developed during COVID. And of course the financial pressures being felt across the public sector and beyond.



There is only one way to face these challenges: together, as teamNORTH. Each of us has a part to play and it is only as we move forward together that we can make real progress.

So I am pleased to share with you a 'strategic outlook' – some of the main areas we as a Trust will be focusing on as we move forward, working with our partners and service users to plan and deliver our services.

I hope you will join us on this journey as we try to fulfil our aim of *providing compassionate care with our community, in our community.*

A handwritten signature in black ink that reads "Jennifer Welsh".

Jennifer Welsh  
Chief Executive

We provide compassionate care with our community, in our community.

## Our values

Working Together

Excellence

Openness and  
Honesty

Compassion

## Our objectives

**N**

Build Northern Partnerships & Integrate Care

**O**

Continue to improve Outcomes & experience

**R**

Deliver value by optimising Resources

**T**

Nurture our people, enable our talent & build our Teams

**H**

Improve population Health & address health & social care inequalities



## Build Northern Partnerships and Integrate Care

A new **Integrated Care System** (ICS) is being developed for Northern Ireland. This system signals a new way of planning, managing and delivering our health and social care services based on the specific needs of the population.

The ICS approach brings many partners together, building on the excellent partnership working encountered during the pandemic. Reaching out beyond traditional boundaries, the ICS will harness the strengths in our existing partnerships.

In the Northern Trust we will be building on our existing relationships with primary care, local councils, education, the community and voluntary sector and others to create a strong, forward-looking local partnership: one system working together to achieve improved outcomes for the population of our area.



## Continue to Improve Outcomes and Experience

Our strategic reform programme **Renewing Our Vision** sets out an ambitious range of plans across the whole range of Trust services. This includes:

- Reviewing services as they are delivered across Antrim and Causeway Hospitals, to ensure both play their full part in our acute hospital network
- Considering our intermediate care model, including where our community beds are and how we can use them to best effect
- Reducing waiting lists for elective care
- Developing urgent and ambulatory care models in both Antrim and Causeway
- Improving access to cancer assessment, diagnosis and treatment
- Enhancing local assessment and intervention services for people with learning disability
- Developing mental health services in line with the Mental Health Strategy 2021-31
- Developing capacity, sustainability and resilience in our children's services



## Continue to Improve Outcomes and Experience

The **encompass** vision is for a digital health and care record for every citizen in Northern Ireland that better informs and supports their health and wellbeing throughout their life, is built on a digital platform that streamlines services and patient journeys and links information across primary, secondary, community and social care.

**encompass** will introduce a digital integrated care record for everyone in the region. It will be our new electronic patient record which is powered by Epic, a proven global technology.

This is a momentous opportunity that will enable us to replace outdated systems. Having one health record will reduce the need for information to be stored across multiple, ageing systems and minimise paper records.

The Northern Trust will go live with the **encompass** system in Autumn 2024.





## Deliver Value by Optimising Resources

We are moving forward with a number of large scale **capital building projects**, to ensure we have high quality, fit for purpose accommodation.

Two modular wards with a total of 48 inpatient beds will open on the Antrim Hospital site in summer 2023, helping to meet the capacity gap in Antrim and improve flow across the hospital.

We expect to open our new build mental health hospital in Antrim in 2027. This modern, purpose-built facility will replace Holywell Hospital and the Ross Thompson Unit and will provide a vastly improved therapeutic environment for patients and working environment for staff.

We have also submitted business cases for a Women and Children's Centre on the Antrim site and Newtownabbey Health and Care Centre, which will bring much needed accommodation for Trust and primary care services.



## Deliver Value by Optimising Resources

As we face into a very difficult financial climate, we need to ensure we are getting the very best value we can from our resources.

We have set up a **Delivering Value Programme Board** to oversee this work, looking at three main areas:

- **Productivity:** redesigning and improving services to do more with what we have, such as increasing day case rates or reducing DNAs
- **Cost control:** bringing down spend that doesn't add value to our services, such as reducing our use of high cost agency and locum staff
- **Sustainability:** controlling our energy costs by investing in renewable energy and energy efficiency improvements.



## Nurture our People, Enable our Talent and Build our Teams

Building on our achievement of Investors in People Silver Status, our **People and Culture Plan 2023-26** sets out our people priorities and commitments, to cultivate #teamNORTH as “more than a workplace”.

The plan centres on three key strands:

- Nurture our People: by building an open, just and learning culture, where staff wellbeing is protected, diversity and inclusion are embraced and where people are recognised and valued for their contribution.
- Enable our Talent: by enhancing leadership, management and professional development and investing in new digital technology to improve patient care.
- Build our Teams: by planning the workforce for the long term, attracting the best people to join the Trust and providing an excellent experience for all employees.





## Improve Population Health and Address Health and Social Care Inequalities

We are conscious that only a small element of our population's **health and wellbeing** is determined by the health and social care services they receive. Much more is due to socioeconomic factors, health behaviours and the physical environment.

We are committed to taking a whole systems approach to population health, including through the Northern Outcomes Group, our Community Planning Partnerships and by working with others to establish the Northern Area Integrated Partnership Board.

We will use data to understand our population's health needs, and to identify areas of inequity and exclusion. And we will work with service users and carers to ensure we take into account the needs of all those who require our services, including people with disabilities, ethnic minorities, rural communities and those in socially deprived areas.





## Further Information

If you have any questions or comments please email:  
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Working together



Excellence



Openness & Honesty



Compassion