



Health and Social  
Care Board

# **CORPORATE PLAN**

**2015/16 – 2017/18**

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# Foreword

Health and Social Care in Northern Ireland is facing unprecedented times ahead. We have a growing and older population which is a positive celebration of the success of our health and social care system. However, this combined with advances in medicine and technology, increased expectations and finite resources, is placing significantly rising demands on health and social care services, and on the resources allocated to them.

Against this challenging background, and as part of our drive for continual improvement and striving for excellence, the Department of Health, Social Services and Public Safety is undertaking a Commissioning Review to ensure the effective delivery of health and social care. The Health Minister also launched a consultation into the recommendations in the Donaldson Report, 'The Right Time, The Right Place' which will examine governance arrangements for ensuring the quality of health and social care provision in Northern Ireland.

These appraisals will support the work the HSCB is also undertaking to refocus and strengthen commissioning and to ensure we continue to drive forward better outcomes for patients and service users and provide a sustainable model of care.

We must seize this opportunity to reform and modernise the system to ensure that it is able to meet the increased demand; make the best use of the resources we have; and adapt to changing expectations and ways of delivering care. This is vital to ensure we continue to provide high quality care and support for the 1.8m people in Northern Ireland now and into the future.

Over 70,000 people are involved in the commissioning and delivery of an enormous range of health and social care services on a daily basis, many of which are available 24 hours a day, 7 days a week. Everyone makes use of health and social care services at some point in their lives. Therefore, I am committed to continuing to ensure the HSCB effectively commissions and develops services which help people keep healthy and well in the first place, and involves more people in how their care is delivered.

This Corporate Plan reflects the aims and objectives of the Health and Social Care Board to lead and contribute to the reform and modernisation of our health and social care services, and face the challenges of the future.

Mrs Valerie Watts  
Chief Executive

# Background and Introduction

The Health and Social Care Board (Board) has a range of statutory duties and shall, as a corporate body, exercise the functions assigned to it by the Department of Health, Social Services and Public Safety, including those set out in Article 8 (1-7) of the Health and Social Care (Reform) Act (NI) 2009 and any other statutory provisions deemed by the Department to be functions of the Board, including the Governance Resources and Accounts Act (NI) 2001.

In line with the above statute, the Board is required to prepare and publish an Annual Commissioning Plan setting out the health and social care services to be commissioned and the associated costs of delivery, consistent with the direction and priorities set out in the Minister's Commissioning Plan Direction.

Many of the Board's objectives and responsibilities for the period to 2015/16 are reflected in the Commissioning Plan. This Corporate Plan does not seek to duplicate the detailed objectives and activities set out in the Commissioning Plan, but rather to outline the key objectives for the organisation in addition to those associated with the Commissioning Plan, and those that will support its delivery

The Corporate Plan for the year 2015/16 outlines the key objectives the Board aims to achieve in the year ahead and also identify a number of high level priorities for the period up to 2017/18. The Plan is not intended to be a comprehensive statement of every aspect of the Board's work in the coming year. There are numerous areas of 'on-going' work not specifically identified here and which are no less important.

As such, the Corporate Plan includes objectives that primarily relate to how the Board, working in close collaboration with the PHA, will seek to commission the delivery of high quality health and social care services for the population of Northern Ireland, and how it conducts its business and ensures that its organisational arrangements are fit for purpose.

Taken together with the Commissioning Plan, the Corporate Plan will provide an overarching planning framework for the work of the HSCB.

In taking forward key objectives during 2015/16, the HSCB will:

- Continue to work closely with our colleagues in the PHA; to ensure that learning from incidents, complaints and patient experience, as well as regional and national reports, is disseminated and acted upon to continually strive to improve the quality and safety of the services so valued by the local population
- Continue to ensure effective user engagement by implementing our PPI strategy
- Continue to promote equality and diversity in all our functions, and will reflect the duties placed on us to implement Human Rights legislation and the relevant conventions, and to make more explicit how commissioning decisions support these duties.
- In conjunction with PHA colleagues, fully contribute to the implementation of regional policies and initiatives including Quality 2020 and the new 'Making Life Better' strategy.

## **MANAGING RISK**

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

## **PROGRESS MONITORING**

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

# Role and Purpose

## ROLE

The role of the Health and Social Care Board is broadly contained in three functions:

- To arrange or 'commission' a comprehensive range of modern and effective health and social services for the 1.8 million people who live in Northern Ireland.
- To manage performance of Health and Social Care Trusts that directly provide services to people to ensure that these achieve best quality and value for money, in line with relevant government targets.
- To effectively deploy and manage its annual funding from the Northern Ireland Executive – currently around (£4.2 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.
- Provide leadership and direction to HSC providers by ensuring the services we commission are the subject of regular and ongoing performance appraisal and quality improvement.

# HSCB Values

Following extensive engagement with staff during 2013/14, the following core values have been developed for the HSCB. These values should be reflected in how we do our business and should shape the culture of the organisation.

**We value Patients and Clients** – by promoting the delivery of high quality services that improve health and well-being outcomes

**We value the views of the public we serve** – by engaging fully with service users and ensuring their views are considered in order to improve services to them

**We value the role of service providers** - by working collaboratively with all providers to optimise their impact on improving the health and well-being of the population

**We value our staff** - by recognising and further developing their contribution, ensuring they are respected, skilled and motivated individually and collectively to contribute to the objectives of the Board

**We value effective governance** - by promoting best practice in clinical, social care, financial and corporate governance

**We value the seven principles of public service** - Selflessness; Accountability; Leadership; Integrity; Openness; Objectivity; Honesty



# Membership of Health and Social Care Board

The Board of the Health and Social Care Board is made up of a Non Executive Chair, seven Non Executive Directors and five 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, Social Services and Public Safety.

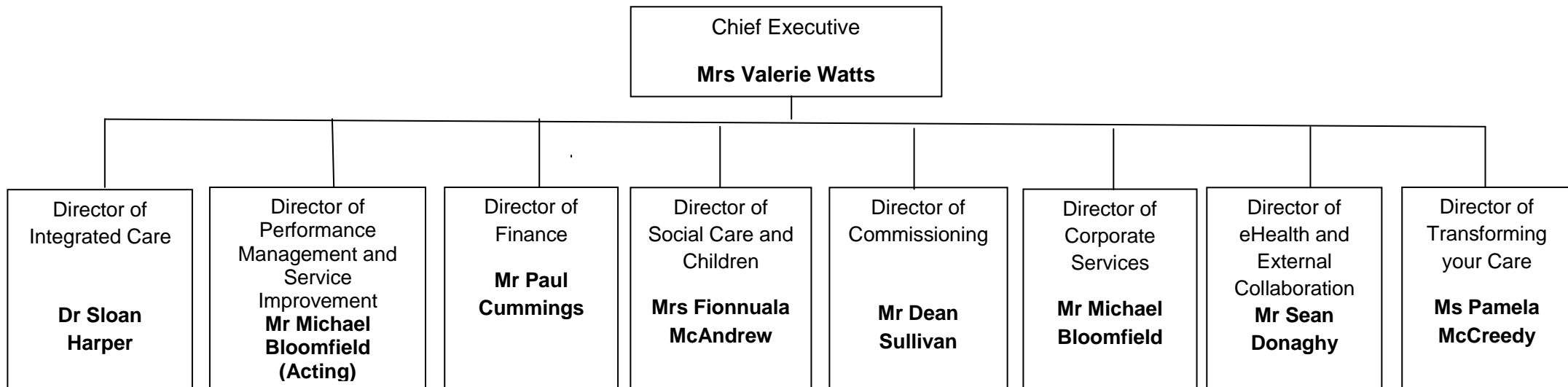
Non Executive Directors are appointed by the Health Minister in accordance with the Code of Practice issued by the Commissioner for Public Appointments for Northern Ireland. The Non Executive Directors are independent and reflect wider outside and community interests in the decision making of the Board.

The Board currently comprising of the following Directors:

## **Non- Executive Directors**

- Dr Ian Clements (Chairman)
- Mr Robert Gilmore
- Mr Stephen Leach
- Dr Melissa McCullough
- Mr Brendan McKeever
- Mr John Mone
- Dr Robert Thompson
- Mrs Stephanie Lowry

# Health and Social Care Board Senior Management Team



The Public Health Agency Medical Director/Director of Public Health (Dr Carolyn Harper) and Acting Director of Nursing and AHPs (Mrs Pat Cullen) and the BSO Director of Human Resources (Mr Hugh McPoland) are also members of the HSCB Senior Management Team.

The Health and Social Care Board comprises eight Directorates;

**COMMISSIONING** - plans and arranges a wide range of high quality health and social care services to meet the needs of the population of Northern Ireland, and works with the Board's Local Commissioning Groups to develop services more locally.

**SOCIAL CARE AND CHILDREN** – commissions social work and social care services for people with a wide ranging need for support, and the protection of children and adults at risk and promotion of their rights.

**INTEGRATED CARE** - manages and seeks to develop the services that people receive from:

- GPs
- Dentists
- Community Pharmacists or Chemists and
- Opticians

The concept of integrated care is about promoting 'joined-up' or partnership working among these important health-care practitioners to identify and deliver improved services to patients.

**FINANCE** – provides Financial Management, Governance and Planning support for the £4.2bn resources utilised by the HSCB annually. It works closely with the Business Services Organisation which is responsible for all transactional processes.

**PERFORMANCE MANAGEMENT AND SERVICE IMPROVEMENT**- responsible for supporting Trusts and other provider organisations to deliver improvements for service users, carers and staff and achieve the targets and standards for the provision of all health and social services, as set by the Minister.

**CORPORATE SERVICES** - supports the effective organisation of the Board across a range of functions that play an important part in ensuring it delivers its core objectives, including communication and corporate governance.

**TRANSFORMING YOUR CARE (TYC)** – leads the co-ordination of the implementation of the recommendations set out in “Transforming your Care’: A Review of Health and Social Care” which was published by the Minister in December 2011 and describes a future vision for services which are designed around the needs of the individual and delivered as locally as possible.

**E-HEALTH AND EXTERNAL COLLABORATION** – commissions eHealth and Care technology and information developments to empower the delivery and transformation of health & care and wellbeing services, including the coordination of eHealth activities across HSC organisations and with external suppliers on ICT service delivery, and with the European Commission on supporting best practice and innovation adoption.

In delivering its objectives, the HSCB works closely with, and is supported by, colleagues in the Public Health Agency.

# Key Themes

The Board's Corporate Plan sets out the key objectives for the Board, grouped under five 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.

The five themes are:

**THEME 1:** Ensure high quality, safe, accessible and integrated health and social care services, and performance manage delivery to achieve quality outcomes.

**THEME 2:** To improve the health and social wellbeing of the population of NI with a focus on prevention and health inequalities, promoting equality, human rights and diversity in all the HSCB's functions.

**THEME 3:** Provide value for money through the effective use of resources ensuring robust financial management.

**THEME 4:** Effectively engage with key stakeholders in an open and transparent manner, particularly service users and carers, benefiting from their personal experiences.

**THEME 5:** Maintain and develop effective internal systems and processes and maximise the potential of our staff by ensuring that they are skilled, motivated and valued.

# Theme 1

**Ensure high quality, safe, accessible and integrated health and social care services, and performance manage delivery to achieve quality outcomes**

**THEME 1:**

Ensure high quality, safe, accessible and integrated health and social care services, and performance manage delivery to achieve quality outcomes

<b>OBJECTIVE</b>		<b>TIMESCALES</b>	<b>DIRECTOR RESPONSIBLE</b>
1.1	To co-ordinate the preparation of a comprehensive commissioning plan for 2016/17 in accordance with agreed HSCB/PHA and Departmental timescales	February 2016	Director of Commissioning
1.2	To progress implementation of Transforming Your Care and associated reforms, focusing on system wide initiatives and the embedding of reform into commissioning processes	2015/16	Director of TYC All Directors
1.3	To work with PHA to ensure the agreed implementation of nurse to patient ratios in accordance with Departmental timescales	On-going	Director of Commissioning  Director of Nursing
1.4	To take forward the agreed key tasks within the Regional Quality 2020 strategy	On-going	Medical Director Director of Nursing and AHPs Director of Social Care
1.5	To ensure effective arrangements are in place to take forward the implementation of Service Frameworks, consistent with available resources, and provide assurance of same.	2015/16	Director of Commissioning  Medical Director /Director of Public Health  Director of Social Care and Children
1.6	To develop a Performance Management Framework, including the introduction of an effective range of incentives and sanctions, and effectively implement through the associated accountability arrangements.	September 2015	Director of Performance and Corporate Services
1.7	To implement effective performance management arrangements, with a particular focus on ensuring acceptable 62 day cancer performance, the full delivery of core elective volumes, and review of planned patients	March 2016	Director of Performance and Corporate Services  Director of Commissioning
1.8	To develop and ensure the effective implementation of unscheduled care	March 2016	Director of Performance and

<b>THEME 1:</b>			
Ensure high quality, safe, accessible and integrated health and social care services, and performance manage delivery to achieve quality outcomes			
<b>OBJECTIVE</b>		<b>TIMESCALES</b>	<b>DIRECTOR RESPONSIBLE</b>
	pathways taking account of the outcome of the Emergency Department Task Group.		Corporate Services Director of Commissioning
1.9	To ensure Integrated Care Partnerships (ICPs) deliver integrated care objectives as set by DHSSPS, for the clinical priority areas.	2015/16	Director of Integrated Care
1.10	To ensure regional learning from SAIs and Complaints is identified and disseminated, with full engagement with service users and families.	On-going	Director of Nursing and AHPs Medical Director/ Director of Public Health Director of Performance and Corporate Services Director of Social Care and Children Director Integrated Care
1.11	To ensure that the 57,000 dental patients cared for under the Oasis Contract have access to appropriate primary care dental services when that contract ends on 31 March 2015.	June 2015	Director of Integrated Care
1.12	To conclude the pathfinder project for Primary Care Infrastructure and complete the business case of Strategic Implementation Plan	March 2016	Director of Integrated Care
1.13	Develop and deliver an eHealth & Care strategy and associated reporting framework that supports the delivery of high quality, safe, accessible and integrated health and social care services. This will include for example: <ul style="list-style-type: none"> <li>• Roll out of the NI Electronic Care Record to all staff, and extension of coverage to Social Care</li> <li>• Development of a business case for e-prescribing</li> <li>• Extension of HSC network to independent</li> </ul>	Strategy March 2015  Reporting Framework Sept 2015	Director of e-Health and External Collaboration



**THEME 1:**

Ensure high quality, safe, accessible and integrated health and social care services, and performance manage delivery to achieve quality outcomes

<b>OBJECTIVE</b>		<b>TIMESCALES</b>	<b>DIRECTOR RESPONSIBLE</b>
	contractors to support referral management and care integration		
1.14	To contribute fully to the on-going Historical Institutional Abuse Inquiry.	2015/16	Director of Social Care and Children

# Theme 2

**To improve the health and social wellbeing of the population of NI with a focus on prevention and reducing health inequalities, promoting equality, human rights and diversity in all the HSCB's functions.**



**Theme 2**

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<b>OBJECTIVE</b>		<b>TIMESCALES</b>	<b>DIRECTOR RESPONSIBLE</b>
2.1	To commission – on a prototype basis – arrangements for enhancing primary care services and thereby reducing the need for patients to be referred to a specialist consultant	March 2016	Director of Commissioning  Medical Director /Director of Public Health  Director of TYC  Director of Integrated Care
2.2	To improve access to patient education programmes to support self-management for people with long term conditions.	March 2016	Medical Director /Director of Public Health Director of TYC Director of Integrated Care
2.3	To take forward initiatives that deliver self-directed support and supported self-management to improve health and social wellbeing	2015/16	Director of Social Care and Children
2.4	To implement plans to deliver early intervention services for children and families as required under the Early Intervention Transformation Programme work streams being led by HSCB and PHA..	March 2016	Director of Social Care and Children Director of Public Health Director of Nursing and AHP
2.5	To complete the final year of the Northern Ireland dental practice-based child tooth decay prevention trial.	March 2016	Director of Integrated Care
2.6	To develop better quality, standardised, timely KPI management information across a range of HSC Community Services	March 2016	Director of Performance and Corporate Services

# Theme 3

**Provide value for money through the effective use of resources ensuring robust financial management**

<b>THEME 3:</b>			
Provide value for money through the effective use of resources ensuring robust financial management			
<b>OBJECTIVE</b>		<b>TIMESCALES</b>	<b>DIRECTOR RESPONSIBLE</b>
3.1	To ensure financial stability within available resources for HSCB and the wider HSC, achieving financial balance by March 2016, with the objective of maintaining safety and quality.	March 2016	Director of Finance All Directors
3.2	To develop a comprehensive financial plan, including cash releasing and productivity savings across all HSC providers for the period 2016/17.	As per agreed DHSSPS timetable	Director of Finance All Directors
3.3	To review the existing Use of Resources Policy document and ensure effective arrangements for implementation	September 2015	Director of Commissioning
3.4	To have plans to secure and monitor the shift in expenditure in line with Transforming Your Care, in conjunction with Trusts	March 2016	Director TYC
3.5	To implement the recommendations of the NI Audit Office report, Prescribing in Primary Care, to deliver further efficiencies in prescribing	March 2016	Director of Integrated Care
3.6	To develop a new social care procurement strategy for residential and nursing homes and domiciliary care services	2015/16	Director of Social Care and Children
3.7	To finalise the e-health Strategy following public consultation and develop a programme plan which supports the delivery of the commissioning agenda with an emphasis on using technology to deliver cash savings and cost avoidance.	2015/16	Director of eHealth and External Collaboration
3.8	To complete a review of Service and Budget Agreements with HSC Trusts with a particular focus on non-acute services	June 2015	Director of Commissioning

# Theme 4

**Effectively engage with key stakeholders in an open and transparent manner, particularly service users and carers, benefiting from their personal experiences**

<b>THEME 4</b>			
<b>Effectively engage with key stakeholders in an open and transparent manner, particularly service users and carers, benefiting from their personal experiences</b>			
<b>OBJECTIVE</b>		<b>TIMESCALES</b>	<b>DIRECTOR RESPONSIBLE</b>
4.1	To ensure effective engagement and involvement of key stakeholder groups and individuals through the implementation of the PPI Strategy and action plan and through various annual/training for example: <ul style="list-style-type: none"> <li>• An annual Service User PPI event</li> <li>• An Annual HSC 'Learning from Complaints' Event.</li> </ul>	On-going	Director of Social Care and Children  All Directors
4.2	To work with Integrated Care Partnerships to engage providers, patients and carers in co-ordinating and improving service delivery.	March 2016	All Directors
4.3	To raise the profile of the work and promote an understanding of the role of the Health and Social Care Board and the need for reform of health and social care services, in partnership with Trusts and other stakeholders.	2015/16	Director of Performance and Corporate Services Director of TYC All Directors
4.4	To develop and rollout the Web Portal as a comprehensive source of information for the public and professionals on the HSC, primary care services and disease management in partnership with PHA and PCC.	March 2016	Medical Director/Director of Public Health Director eHealth and External Collaboration. Director of Integrated Care
4.5	To implement a new HSCB website, HSCB intranet site; and digital media strategy.	March 2016	Director of Performance and Corporate Services



# Theme 5

**Maintain and develop effective internal systems and processes and maximise the potential of our staff by ensuring that they are skilled, motivated and valued.**

<b>THEME 5:</b>			
Maintain and develop effective internal systems and processes and maximise the potential of our staff by ensuring that they are skilled, motivated and valued.			
<b>OBJECTIVE</b>		<b>TIMESCALES</b>	<b>DIRECTOR RESPONSIBLE</b>
5.1	To ensure the full implementation of the HR Strategy to support the development of a highly skilled and motivated workforce	2015/16	HR Director
5.2	To develop an Organisational Development Strategy for the HSCB and ensure effective implementation	June 2015	HR Director
5.3	To implement a Healthy Workforce Programme	December 2015	HR Director
5.4	To develop a Training and Development Programme based on Appraisal outcomes and business priorities including mandatory training which takes account of Equality, Human Rights and Diversity.	June 2015	HR Director
5.5	To implement the Disability Action Plan to incorporate work placements within the HSCB	2015/16	Director of Social Care and Children
5.6	To maintain sound systems of internal control by continued review and implementation of HSCB Governance Framework and Information Governance Strategy and associated policies, taking account of learning from The Hyponatraemia Inquiry, The Donaldson Review and The Human Rights Commission Inquiry into Emergency Healthcare.	2015/16	All Directors
5.7	To develop service improvement science expertise and facilitate HSC wide application of the methodologies.	March 2016	Director of Performance and Corporate Services Medical Director/Director of Public Health
5.8	To review, test and enhance, where appropriate, arrangements to maintain the required standard of emergency	March 2016	Director of Performance and Corporate Services

**THEME 5:**

Maintain and develop effective internal systems and processes and maximise the potential of our staff by ensuring that they are skilled, motivated and valued.

<b>OBJECTIVE</b>		<b>TIMESCALES</b>	<b>DIRECTOR RESPONSIBLE</b>
	preparedness co-ordination of HSC response.		
5.9	To complete the rollout and implementation of an Electronic Records Management System (Meridio) across all HSCB offices	2015/16	Director of Performance and Corporate Services All Directors
5.10	To provide timely and accurate input to Departmental/Private Office, Freedom of Information and other requests.	On-going	All Directors

# High Level Objectives 2016/17 & 2017/18

# HIGH LEVEL CORPORATE OBJECTIVES

**2016/17 – 2017/18**

## **THEME 1:**

Ensure high quality, safe, accessible and integrated health and social care services, and performance manage delivery to achieve quality outcomes

## **OBJECTIVE**

- 1.1 To ensure the commissioning of high quality safe and effective services taking account of lessons learned from the O'Hara, Francis and Donaldson Reviews and learning identified from incidents, complaints and patient experiences.
- 1.2 To ensure progress is made on the modernisation and reform of health and social care services as set out in Transforming Your Care.
- 1.3 To ensure effective performance management processes are in place to support the achievement of Ministerial standards and targets as set out in the annual Commissioning Plan Direction.
- 1.4 To ensure the HSCB continues to fulfil its statutory responsibilities to children and adults through corporate parenting and delegated statutory functions.
- 1.5 To continue to take forward agreed tasks under Quality 2020.
- 1.6 To ensure the full deployment of an e-prescribing system for secondary care.
- 1.7 To learn from best practice nationally and internationally to support local improvements through the development of partnerships that drive innovation and adoption of best practice.

**THEME 2:**

To improve the health and social wellbeing of the population of NI with a focus on prevention and reducing health inequalities, promoting equality, human rights and diversity in all the HSCB's functions.

**OBJECTIVE**

- 2.1 To continue to promote equality, human rights and diversity in all the HSCB's functions, and ensure commissioning decisions support these duties.
- 2.2 To continue to ensure that the inequalities agenda is 'mainstreamed' within routine commissioning processes to include action to address key inequalities information gaps and inequalities in access to or outcomes from health and social care services.
- 2.3 To continue to support the implementation of 'Making Life Better'.
- 2.4 To implement the Children's Residential Strategy.

**THEME 3:**

Provide value for money through the effective use of resources ensuring robust financial management

**OBJECTIVE**

- 3.1 To continue to ensure effective plans are in place to achieve financial breakeven across the HSC while maintaining safety and quality.
- 3.2 To ensure implementation of a comprehensive financial plan, including cash releasing and productivity savings supported by further development of financial benchmarking.
- 3.3 To implement a new social care procurement strategy for residential and nursing homes and domiciliary care services.
- 3.4 To develop agreed productivity and efficiency indicators and establish effective arrangements to ensure continued progress against them.

#### **THEME 4**

Effectively engage with key stakeholders in an open and transparent manner, particularly service users and carers, benefiting from their personal experiences.

#### **OBJECTIVE**

- 4.1 To continue to ensure effective engagement and involvement of key stakeholders and individuals through implementation of the PPI Strategy and action plan.
- 4.2 To continue to promote an understanding of the role of the HSCB through the implementation of an effective communications strategy.
- 4.3 To implement an HSC Web Portal as a comprehensive source of information for the public and professionals on the HSC, primary care services and disease management.

#### **THEME 5:**

Maintain and develop effective internal systems and processes and maximise the potential of our staff by ensuring that they are skilled, motivated and valued.

#### **OBJECTIVE**

- 5.1 To ensure the full implementation of the HR Strategy to support the development of a highly skilled and motivated workforce.
- 5.2 To ensure robust controls are in place through the maintenance of an effective overarching Governance Framework.
- 5.3 To ensure effective corporate governance and compliance with statutory and mandatory requirements in connection with the corporate business of the Board.
- 5.4 To ensure arrangements are in place to maintain the required standard of emergency preparedness and business continuity.

