



Health and Social
Care Board

CORPORATE PLAN

2017/18

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Foreword

Health and Social Care in Northern Ireland continues to face significant challenges. 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 background, the Minister recently published "*Health and Wellbeing 2026: Delivering Together*" which sets out her programme to reform health and social care services for the future delivery of sustainable, high quality services. Working closely with the Department of Health and other stakeholders in implementing "*Delivering Together*" will be a top priority for the Board during 2017/18, and this Corporate Plan reflects how the Board will contribute to the reform and modernisation programme.

2017/18 will also be another year of change for our staff in the Board as we take forward work to identify the most effective way to transition the Board's functions into new HSC structures at a future date. I remain committed to working with the Department and other partner organisations to develop the best possible future arrangements for the population we serve, and recognise the importance during this time of change of ensuring that our staff are appropriately supported and enabled to adapt to developing new structures and to continue to taking forward the important work set out in this Plan.

In light of these changes and the impact of the Voluntary Early Severance scheme which operated in 2016/17 and is expected to operate in 2017/18, we will need to keep our objectives under review during the year to ensure that we deliver on our key priorities, support the transformation agenda and maintain business continuity as we continue to drive forward better outcomes for patients and service users and provide a sustainable model of care.

Mrs Valerie Watts
Chief Executive

Background and Introduction

The Corporate Plan for the year 2017/18 outlines the key objectives the Board aims to achieve in the year ahead. 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 in this Plan and which are no less important.

Many of the Board's objectives and responsibilities will be 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 and priorities for the organisation in addition to those associated with the Commissioning Plan, and those that will support its delivery.

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, in particular the planned closure of the Board at some date in the future.

At such a time of change it is important that we have clarity on the key priorities for 2017/18 and that appropriate resources are directed to deliver these.

A top priority for the Board will be to support the Minister's recently announced vision '*Health and Wellbeing 2026: Delivering Together*'. The implementation of this strategy presents a huge and exciting opportunity across the HSC and it will be essential that the Board and all of its staff play a full and effective role to support this process.

In taking forward key objectives during 2017/18, the HSCB will continue to ensure effective co-production and user engagement by implementing our PPI strategy and continue to promote equality, diversity and Human Rights in all our functions.

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 (£4.5 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.

HSCB Values

The following core values were developed in 2014/15 for the HSCB following extensive engagement with staff, and they remain appropriate today. We are committed to ensuring these values are 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.

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

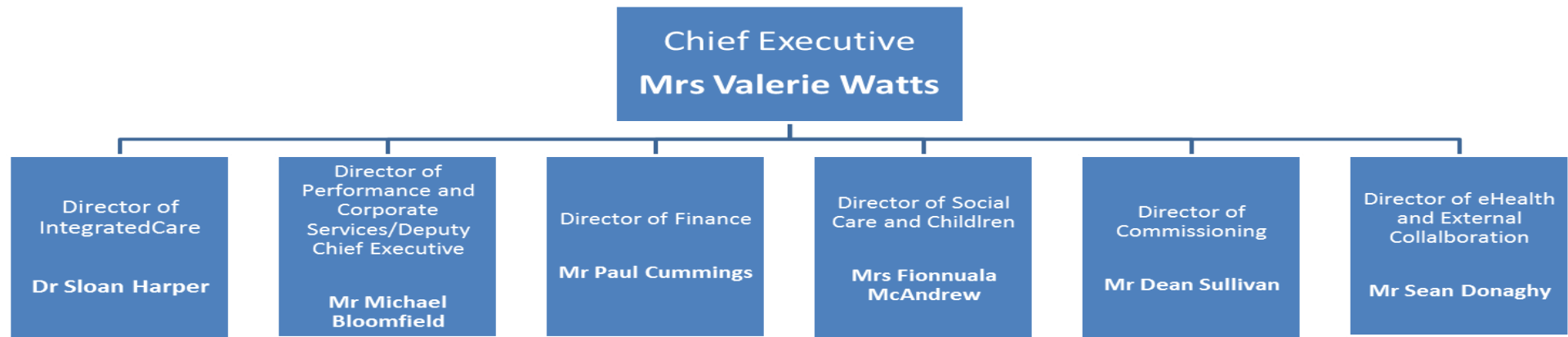
- Dr Ian Clements (Chairman)
- Mr Robert Gilmore
- Mr Stephen Leach
- Dr Melissa McCullough
- Mr Brendan McKeever
- Mr John Mone
- Dr Robert Thompson
- Mrs Stephanie Lowry

Executive Directors

- Mrs Valerie Watts
- Mrs Fionnuala McAndrew
- Mr Dean Sullivan
- Mr Paul Cummings
- Mr Michael Bloomfield

A number of officers from the Board's Senior Management Team (SMT) also attend Board meetings. Details of the Board's SMT are detailed in the flowchart overleaf.

Health and Social Care Board Senior Management Team



The Public Health Agency Medical Director/Director of Public Health (Dr Carolyn Harper) and Director of Nursing and AHPs (Mrs Mary Hinds) 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 seven 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. This Directorate also provides support for the Integrated Care Partnerships which are collaborative networks of care providers, bringing together healthcare professionals (including doctors, nurses, pharmacists, social workers, and hospital specialists); the voluntary and community sectors; local council representatives; and service users and carers, to design and coordinate local health and social care services

FINANCE – provides Financial Management, Governance and Planning support for the £4.5bn 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- supports 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 HSCB across a range of functions that play an important part in ensuring it delivers its core objectives, including communication and corporate governance.

E-HEALTH AND EXTERNAL COLLABORATION – commissions eHealth and Care technology and information developments to empower the delivery and transformation of health and 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

Objective		Timescales	Director responsible	Comment
1.1	To prepare, in accordance with requirements of DoH Commissioning Plan Direction, the 2017-18 Commissioning Plan.	May 2017	Director of Commissioning	
1.2	<p>To ensure the effective planning and delivery of unscheduled care services, working through the regional and local elements of the unscheduled care network, with a particular focus in 2017/18 in relation to:</p> <ul style="list-style-type: none"> • Primary and community care based services to support people at home and reduce the need for them to have to travel to hospital, • Ambulatory care services to reduce the need for hospital admissions, • Hospital flow and discharge arrangements. 	Ongoing	Director of Commissioning	
1.3	<p>To ensure the effective planning and delivery of scheduled care services, taking forward the implementation of the Minister's action plan, with a particular focus in 2017/18 in relation to:</p> <ul style="list-style-type: none"> • Primary Care, • Interface between Primary and Secondary Care • Secondary Care, including supporting the establishment of elective care assessment and treatment centres. 	Ongoing	Director of Performance and Corporate Services	
1.4	To provide continued support to Integrated Care Partnerships (ICPs) to ensure delivery of agreed objectives.	Ongoing	Director of Integrated Care	

THEME 1:

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

Objective	Timescales	Director responsible	Comment	
1.5	To take forward the agreed key tasks within the Regional Quality 2020 strategy.	Ongoing	Medical Director Director of Nursing and AHPs Director of Social Care Director of e-Health and External Collaboration	
1.6	To lead and manage the business case and procurement processes for the Electronic Health and Care Record, working with colleagues in BSO, DoH, PHA and Trusts. Secure approvals and commence procurement.	June 2017	Director of e-Health and External Collaboration	
1.7	To work with PHA to ensure the effective planning and agreed implementation of agreed nurse to patient ratios in accordance with Departmental timescales and available resource.	Ongoing	Director of Commissioning Director of Nursing	
1.8	To ensure the effective planning and delivery of specialist acute services with a particular focus in 2017/18 in relation to: <ul style="list-style-type: none"> • Plastic surgery services, taking appropriate account of the recent RQIA review, • NISTAR continued development and roll out, • Critical Care Phase 2B, • Accreditation of bone marrow transplantation services. 	Ongoing	Director of Commissioning	
1.9	To ensure appropriate arrangements are in place to monitor provider performance and support the delivery	Ongoing	Director of Performance and Corporate	

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

Objective	Timescales	Director responsible	Comment
	of improved performance, across all CPD targets and standards, and associated indicators.	Services	
1.10	To provide support and facilitate improvement in the safety and quality of services, including learning from SAs and Complaints, recommendations from confidential enquiries and RQIA reports and patients/client experience.	Ongoing 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 work with PHA and provider organisations to reform cancer pathways to improve access to cancer services, including the development of sustainable breast assessment services.	Ongoing Director of Performance and Corporate Services Director of Commissioning Medical Director/Director of Public Health	
1.12	To maintain good governance in relation to the monitoring of delegated statutory functions to deliver safe and effective services to older people, children and families, people with mental health issue, people with learning disability and people with physical and or sensory disability.	Ongoing Director of Social Care and Children	

THEME 1:

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

Objective	Timescales	Director responsible	Comment
1.13	To ensure the sustainability of Family Practitioner Services, including recommendations in 'GP Led Services Strategic Review' and the development of GP Federations.	March 2018	Director of Integrated Care
1.14	To take forward the modernisation of stroke services to include in 2017/18 the completion of a public consultation and the development of an implementation plan.	March 2018	Director of Commissioning
1.15	To ensure the effective planning and delivery of maternity and paediatric services with a particular focus in 2017/18 in relation to commencing the implementation of the paediatric strategy and the paediatric palliative care strategy.	March 2018	Director of Commissioning
1.16	To ensure the effective planning and delivery of services for patients with long term conditions including diabetes and respiratory, to include continued implementation of actions from service frameworks.	March 2018	Director of Commissioning
1.17	To ensure the effective planning and delivery of palliative care services with a particular focus in 2017/18 in relation to: <ul style="list-style-type: none"> • Identification of new patients, • Specialist Palliative care workforce, • Confirming a training and education model for pall care, • Building a public health approach to palliative care. 	March 2018	Director of Commissioning
1.18	To ensure the effective planning and delivery of prisoner health services with a particular focus in 2017/18 in relation to: <ul style="list-style-type: none"> • Develop custody suite protocols, 	March 2018	Director of Commissioning

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

Objective	Timescales	Director responsible	Comment
1.19	March 2018	Director of Commissioning	

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.

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Objective	Timescales	Director responsible	Comment	
2.1	To take forward Community Care Reform to include the ongoing implementation of reablement, oversight of the changes to Statutory Residential Homes and the implementation of the recommendations from the Domiciliary Care Review.	March 2018	Director of Social Care and Children	
2.2	To continue to embed self directed support and supported self management as a way of working to improve health and well being.	March 2018	Director of Social Care and Children	
2.3	To contribute to improving the health and social wellbeing of the population and reduce health inequalities by supporting the implementation of the Making Life Better public health framework, the Draft Programme for Government Framework, and local government-led community planning.	Ongoing	All Directors	
2.4	To establish a new dental pilot Personal Dental Services (PDS) scheme to increase provision of High Street Oral Surgery.	June 2017	Director of Integrated Care	
2.5	To develop the community pharmacy contract to enable better outcomes for public and patients	March 2018	Director of Integrated Care	
2.6	To build capacity in primary care optometry in line with DoH Developing Eyecare Partnerships Strategy, to support the delivery of effective Ophthalmology services.	Ongoing	Director of Integrated Care	

Theme 3

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

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

Objective		Timescales	Director responsible	Comment
3.1	To assist the Department with financial stability within available resources for the wider HSC, sustaining financial balance, with the objective of maintaining safety and quality.	March 2018	Director of Finance All Directors	
3.2	To provide financial management governance and accountability for all Primary Care services in NI, including implementation of the recommendations of the NI Audit Office report, Prescribing in Primary Care, to deliver further efficiencies in prescribing.	March 2018	Director of Finance Director of Integrated Care	
3.3	To implement Year 2 of the eHealth and Care Strategy including working with NI Direct to expand 'HSC Online', implementation of a regional Directory of Services, and approval to proceed on EHCR project.	March 2018	Director of eHealth and External Collaboration	
3.4	To take forward the modernisation of pathology services to include the completion of a public consultation and the development of an implementation plan.	March 2018	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

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

Objective		Timescales	Director responsible	Comment
4.1	To ensure that the HSCB recognises the value of partnership with service users, carers and staff through the implementation of the actions from the PPI strategy and action plan, carers strategy and the disability action plan, and support the roll out of co-production.	Ongoing	Director of Social Care and Children All Directors	
4.2	To develop and rollout the HSC Online 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 2018	Director eHealth and External Collaboration	
4.3	To further develop communications channels, particularly digital channels, to enhance engagement with patients and service users, the wider public, key stakeholders and the media.	March 2018	Director of Performance and Corporate Services	
4.4	To provide effective support at a local level across Northern Ireland, working with all key stakeholders, to include needs identification, and the planning and co-ordination of service delivery.	Ongoing	All Directors	

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 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	Timescales	Director responsible	Comment	
5.1	To work with DoH and other stakeholders 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 process.	March 2018	All Directors	
5.2	To develop an organisation workforce plan to support HSCB staff through change, including a training and development programme.	June 2017	HR Director	
5.3	To maintain sound systems of internal control consistent with HSCB Governance and Information Governance Frameworks and associated policies.	Ongoing	All Directors	
5.4	To work with PHA colleagues to maintain appropriate arrangements to enable the required standard of emergency preparedness co-ordination of HSC response.	Ongoing	Director of Performance and Corporate Services	
5.5	To provide timely and accurate input to Departmental/Private Office, Freedom of Information and other requests.	Ongoing	All Directors	