



# 2021/22

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# CORPORATE PLAN

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# Section 1 – Setting the scene

It has been the most extraordinary year.

Normally at this time we would be setting out our plan for several years to come. We would have worked with our partners and our community to take stock of where we are, look at the needs of our population and together agree our priorities.

But the last year has been dominated by the COVID-19 pandemic. In a lot of areas normal business has been put on hold and we have not had the capacity to do anything other than respond to the emergency. Through it, all our staff have stepped up to the challenge in the most extraordinary way, showing flexibility and resilience in very difficult circumstances.

Even now, we are still far from how things used to be, and it is becoming clear that some things will never go back to how they were before.

So, this is an unusual Corporate Plan as it only covers one year – April 2021 to March 2022. During this year we will be looking further ahead, and developing a longer-term plan, together with our partners and our community.

In this single-year plan, however, we still want to consider some of the challenges and opportunities that lie ahead.

We have had to cope with COVID surges, and we know that we now have another type of surge to consider: the surge of COVID consequences. Things like ever-growing waiting lists, which were a challenge before the pandemic but are now at very high numbers. Too many people are waiting far too long for the care that they need. We also know that the mental health of many of our population – young and old – has been significantly impacted by the pandemic and our services need to be able to respond to that need.

And there are also success stories, and opportunities. On a global level to go from the emergence of a new virus to a number of vaccines in the space of a year is amazing. In terms of waiting lists, the region is working together as never before to ensure that we are prioritising our resource for those who need it most. And at the same time reviewing, reforming and potentially reconfiguring to build better services.

This has been a difficult and challenging year, but there is also the potential for post-traumatic growth, with some people having found strengths within themselves during this period of adversity, that perhaps they did not know they had.

We have a new set of corporate objectives to guide us, based on the IHI Triple Aim of Better Health, Better Care and Better Value, extended to include the well-being of our staff and the need to address health inequalities.

We have a new integrated model for planning and commissioning services being developed regionally, building on the learning of our Northern Area Prototype.

And most of all we have our staff. People are at the centre of everything we do. We know it is by working together that we can make a positive difference in the lives of the individuals, families and communities we serve.

In the rest of this plan, we will introduce our new corporate objectives and set out some of the actions we will be taking over the next year as we emerge from the COVID-19 pandemic and begin to look again to the future.

Whether you are a patient, service user, staff member, partner, or one of our 480,000 residents, we hope you will join us on this journey.



Bob McCann  
Chairman



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

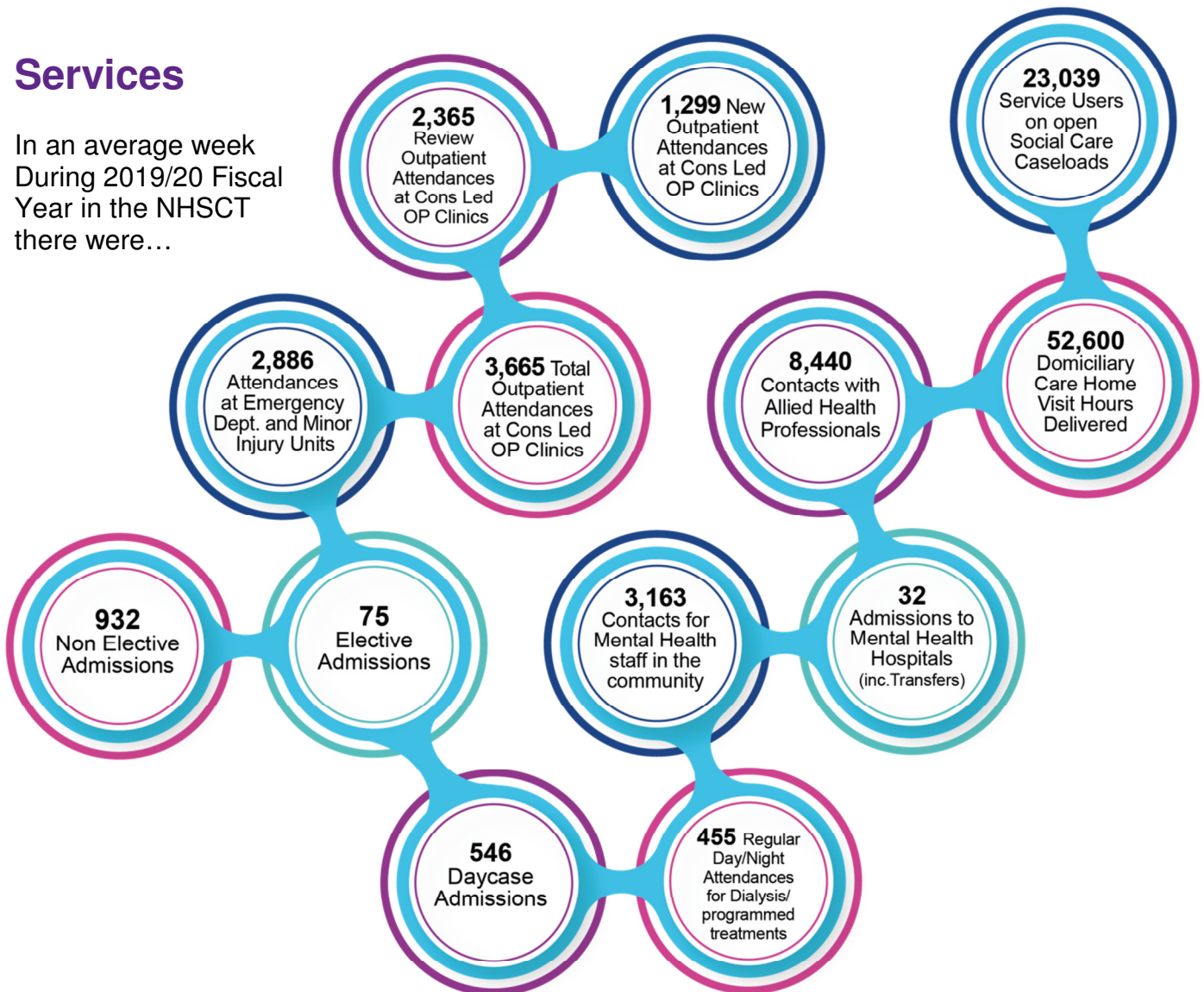
# Section 2 – About the Northern HSC Trust

## About the Northern Health & Social Care Trust

- The NHSCT provides a range of health and social care services to a population of approximately 479,000 people across a geographical area of 1,733 square miles (2,773 square km) making it the largest geographical trust in Northern Ireland.
- The Trust has an income of about £809 million and employs approximately 12,000 staff across a full range of medical, health and social care disciplines.
- We deliver services from over 150 facilities including two major general hospital sites, a mental health hospital, local community hospitals, health centres, social services, and a significant network of community services as well as provision of care in the home.

## Services

In an average week  
During 2019/20 Fiscal  
Year in the NHSCT  
there were...





# Section 3 – Corporate objectives

## Objective 1 – We will build Northern partnerships and integrate care

**Partnership is our first corporate objective, and it is at the heart of everything we do.**

A major change in how health and social care is planned and managed across Northern Ireland is underway. The Northern Area Prototype, a partnership between the Trust and primary care, is forming the basis of this new regional model. Over the next twelve months our partnership will evolve into this new NI **Integrated Care System** prototype. This new model will focus on joined-up planning of services, involving communities in shaping direction and influencing health outcomes and strengthening partnerships, including with those beyond the HSC sector.

Only by working together, listening and respecting each other can we meet the many challenges facing our communities and health and social care services today. **Effective co-production processes and partnership working** will underpin and enable the delivery of this Corporate Plan and we are committed to providing the opportunities for service users, carers and communities to share the decisions we make that shape their lives.

Building on the good practice that already exists across the organisation we will;

- Adopt creative and innovative ways to maximise involvement
- Develop a co-production approach that is guided by regional work, to ensure that transformation collectively across the region is taken forward in a consistent and collaborative way
- Take the opportunity to explain clearly, listen to what local communities have to say and come to a shared understanding and ownership of the way forward
- Continue to work in established partnerships such as NI's Children and Young People's Strategic Partnership, which brings together agencies with an aim to improve the lives of children and young people in Northern Ireland.

We are committed to **promoting equality, eliminating discrimination, building strong community relations and delivering accessible services** that meet the needs of everyone living in the Northern area. We will;

- Continue to build an inclusive organisation that actively recognises the contribution that people from different backgrounds make to all aspects of our work
- In keeping with the commitments in our Equality Scheme, ensure all our future plans for service transformation are subject to equality and rural needs assessments, and develop measures to address any inequalities identified.

## Objective 2 – We will continue to improve outcomes and experience

**We are constantly striving to improve the quality of our services, with better outcomes for those who use them, and a better experience for service users and staff.**

As we come out of the COVID-19 pandemic, we want to build on the learning and innovation that emerged from that period, working with our partners locally to reform and redesign services as well as supporting the wider HSC system in the regional reform of services.

No More Silos is a wide-reaching regional reform programme focused on **urgent and emergency care**. As part of the local implementation of this reform we will continue to promote and monitor uptake of the 'Phone First' Service, develop more options for primary care to access assessment and treatment services at Antrim and Causeway Hospitals, and develop an Enhanced Care Response Team to support care home residents.

We will renew our vision for **acute hospital services**, working with our partners and community to agree how best to meet the needs of our population. We will use this opportunity to ensure we build sustainable services across our acute sites, and to drive improvements in areas such as ambulatory care and elective surgery.

In response to the impact of COVID on our **waiting lists**, we will develop a cancer recovery plan, and work with partners across the region to make the most of our elective capacity.

We will take forward the development of a local **Perinatal Mental Health Service** to allow the development of a multidisciplinary community perinatal mental health team within the Northern Trust, by autumn 2021.

We will develop our bed-based and home-based **reablement and rehabilitation** services to adapt to the needs of our communities, optimising independence and improving quality of life through provision of appropriate and timely support. We will review our Community Hospital model and our statutory residential bed usage, and explore new models of reablement and rehabilitation to incorporate into Day Care services.

We will continue to improve **family social work services** focusing on early intervention. The implementation of the regional Signs of Safety model in childcare social work will continue in 2021/22, alongside wider reform in respect of service pathways for referrals, triage, assessment and treatment.

We will continue to develop the range of services available for **adults with a learning disability** and complex needs to support them and their family carers in community settings, offering enhanced community treatment to prevent inpatient admissions and facilitate timely discharge.



## Objective 3 – We will deliver value by optimising resources

### We are committed to maximising our resources and delivering best value through evidence-based care.

The service reforms outlined in Objective 2 are underpinned by a desire to ensure we are using our teams, skills and resources in the best way possible, by streamlining pathways, avoiding unnecessary hospital admissions and ensuring earlier intervention.

In some areas we will need increased investment to take account of higher costs, demographic growth and new technologies, or to enable the transition to more effective service models.

We will bring forward **major capital infrastructure investments** including the design of the new mental health inpatient unit on the Antrim site, and the development of business cases for a new Women and Children's Unit and additional ward capacity in Antrim Hospital.

We will **reduce waste and drive efficiency** right across our services, for example by:

- Participating in national benchmarking projects including pharmacy, mental health services and intermediate care
- Carrying out productivity reviews where this can bring benefit to services, staff and service users
- Investing in renewable energy and energy efficiency improvements
- Identifying opportunities for improved use of buildings and space
- Beginning the process of retendering our clinical waste contract.

We will use **Information and Communications Technology** to support the maximising of our resources, for example by:

- Enabling efficient and productive working practices through increased provision of mobile devices, remote working and videoconferencing
- Implementing an Electronic Document Records Management System in our Human Resources division
- Working with our regional partners on major ICT projects such as the encompass electronic patient record system, and new systems in labs and diagnostics
- Maximising the use of digital solutions in our operational services, for example through Electronic Document Transfer and e-Treatment Advice Notes
- Developing our use of business intelligence and data analytics, to support operational service delivery as well as service planning, design and reform
- Supporting our staff through the transition to Office 365 and the introduction of Microsoft Teams.

## Objective 4 – We will nurture our people, enable our talent and build our teams

**The challenges of the past twelve months have shown more than ever how our people are our greatest asset.**

For the Northern Trust this is an unprecedented period of accelerated change and opportunity for organisational growth. The way that teams and colleagues have responded to the challenges of dealing with COVID-19 has been inspiring. Over the next twelve months, we will need to help staff recover, embed the lessons we've learned, build on how we've worked together and grow our leaders.

We recognise the anxieties that change brings and so endeavour to inform, engage and support people throughout. As a learning organisation we are fully committed to prioritising education, training and development, following the principle that developing capability today is creating and enhancing capacity to deliver care tomorrow.

Our values, practices and behaviours are at the heart of our culture and how we do things is as important as what we do. Our values and behaviours are the golden thread embedded within all of our people management, development, policies and practices.

A key strength for us is the strong commitment and ethos that we have to partnership working across the HSC, with our trade union colleagues and our people and this will continue to be the way we work. These priorities have been refreshed in light of learning from the recent global pandemic and mapped against the NHS People Plan 2020. The five key strategic people priorities are:

- **Health, wellbeing and inclusion.** We will promote, support, maintain and improve the physical and psychological health and wellbeing of our staff.
- **Building capacity, capability and culture.** We will develop action plans for recruitment and retention, leadership and talent development, and learning and development.
- **Workforce systems, performance and development.** We will support the implementation of new ICT systems and ensure essential ICT skills training is offered to all staff.
- **Partnership and engagement.** We will promote openness and equality, support early conflict resolution and enhance partnership working.
- **Supporting and enabling change and innovation** in and across the organisation. We will work with divisions on strategic people issues, supporting workforce planning and new ways of working.

The refreshed priorities aim to help provide meaningful connections between people and the services they deliver on behalf of patients and service users. We will strive to generate, maintain and increase commitment from our people to deliver outstanding services for the communities we serve, whilst we harness a supportive work environment and culture for our people – our greatest asset – to thrive.

## Objective 5 – We will improve population health, and address health and social care inequalities

**We are committed to improving health outcomes for our whole population and addressing poorer and inequitable health outcomes for deprived communities, working in partnership with others, given the impact of wider societal issues on health outcomes.**

**An Integrated Care System** is essential to creating a shared approach to improving population health outcomes and we, in the Northern Area, have benefitted from our role as the regional Prototype for an Integrated Care approach. Our relationship with General Practice has been core to working to reduce boundaries inside the health and social care system, to improve patient experience and outcomes. By working better together within the service, we can better partner with others – both at a planning level and in the delivery of sustainable services – to improve outcomes. This is particularly important as the whole health and social care system now moves to adopt this approach within a new Planning and Commissioning Framework for Northern Ireland. The Trust will continue to develop these local relationships and systems, to enable a new way of working that embeds and mainstreams co-production and partnership.

**Community Development** is an integral component of population health management and the development of the capability of communities to actively engage in partnership working, on a viable and sustainable basis. The Trust recognises its role in actively supporting community and voluntary sector organisations, local communities, service users and carers and others, to develop local, effective partnerships that can shape population health plans and work collectively to achieve improved outcomes.

The Trust will;

- Contribute to the development and implementation of the Regional Community Development Framework
- Help shape and influence the scope and capability of the Integrated Care System to ensure existing Integrated Care Partnerships (ICP) at a locality level and the existing Northern Area network group, are empowered to be involved in the new regional ICS system.

### **Determining Priorities for Population Health Improvement**

Existing work progressed with our partners, via the Northern Area Network, using the King's Fund framework and with support from Public Health Agency and HSCB, has collectively identified five key priority areas which we need to address;

- Obesity
- Diabetes
- Mental health of children and young people
- Frailty
- End of life.

# Section 4 – Publication and further Information

This document and other key Corporate Trust plans and policy documents are published on our website [www.northerntrust.hscni.net](http://www.northerntrust.hscni.net).

The Trust Board meets seven times in public per annum to discuss and take forward the business of the Trust. These meetings are open to the public. Dates and venues are published on the website and through regional and local media/press outlets.

If you have any questions or comments on Trust services or plans you can email us at [equality.unit@northerntrust.hscni.net](mailto:equality.unit@northerntrust.hscni.net) or you can write to us at:-

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If you need any help in accessing any of the information, please contact the Equality Unit.

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