



South Eastern Health
and Social Care Trust

Corporate Plan (2021-22)

Final Draft 24/08/21

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1. Introduction

Covid-19 has been, and continues to be, the biggest challenge we have ever faced in health and social care. Throughout it, our staff have stepped up to the challenge in the most extraordinary way, showing dedication, flexibility and resilience in very difficult circumstances. Our staff are our most precious resource and our new 'People Plan' sets out our commitment to supporting them to fulfil their true potential.

Our priorities in 2021/22 are to continue to support our community during the pandemic, alongside responding to the impact it has on all our services, particularly, urgent and emergency care, elective waiting lists and services for children, older people and those with mental health needs.

We are committed to working with the entire health and social care system to continue to improve and transform, and will work in partnership with our service users, ensuring their voices are listened to.

Alongside our priorities, our culture of Safety, Quality and Experience will be vital and will guide us on how we continue to deliver and improve our services.

We will welcome your views in the coming months regarding how we can continue to best meet the needs of our community going forward.

Roisin Coulter
Chief Executive

Jonathan Patton
Chairman (Acting)

2. Purpose of the Corporate Plan

The Trust has prepared this one year Corporate Plan to set out its priorities in 2021/22 whilst remaining flexible in order to meet the needs of our community. This plan is an extension to the existing Trust Corporate Plan for 2017-2021 and the existing Trust vision, purpose and themes will remain in effect this year until a new Corporate Plan is launched.

3. About Our Trust

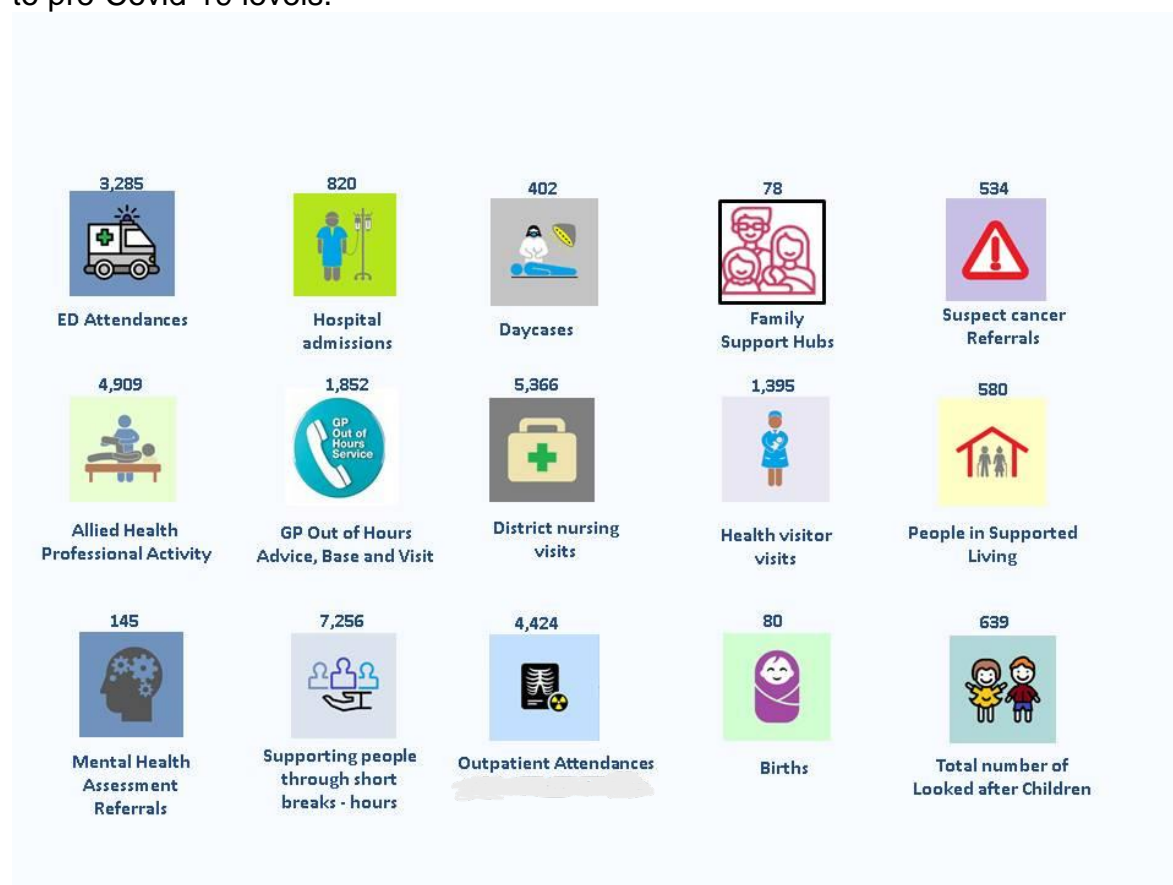
The South Eastern Trust provides integrated health and social care services to the communities of Ards and North Down, Lisburn and Castlereagh and Newry, Mourne and Down Council areas, serving a resident population of 354,651. This accounts for 19% of Northern Ireland's population. In addition, Acute services at the Ulster Hospital serve a wider population, including East Belfast, of approximately 440,000 people. The Trust employs just under 11,000 staff and manages an annual budget of approximately £700m.

We work in partnership with our community to deliver services to our older people, children and families, to those with a learning or physical disability, or mental health condition.

We put our patients, clients and families at the heart of everything we do and we have created a culture, where everyone is valued, and our priority is to ensure the provision of safe, high quality and compassionate care for those we serve.

A Typical week in the South Eastern Trust

The following reflects some examples of our activity in an average week in 2019. Activity subsequently reduced due to the pandemic and is now in 2021/22 returning to pre-Covid-19 levels.



4. Our Vision and Values

We remain committed to our **vision** which is that the Trust will be:

a great place to *Live*
a great place to *Work*
a great place for *Care and Support*

Supported by our values of working together, excellence, openness & honesty and compassion, we will continue working in partnership with our staff, service users and carers, trade unions, partners across primary care, community and voluntary sectors and the independent sector.



HSC Values

5. Our Priorities 2021/22

We recognise the impact that the pandemic has had on the health and wellbeing of our community. We will continue to manage the pandemic and provide the highest possible quality of care for Covid-19 patients, whilst minimising the impact on other important services. As part of this, we will strive to ensure the continuation of time critical and life-saving services for our community.

The Trust is moving forward in line with the 2016 Bengoa report and the 18 actions set out in the 2016 Ministerial Vision “Health and Wellbeing 2026 - Delivering Together”, which places people at the centre of all that we do. The aim of this vision is to enable people to stay well, to provide care or support in the community whenever possible, and in high quality acute hospital centres when specialist intervention is required.

The Trust has identified **five key priorities**.



5.1. Health and Wellbeing / Addressing Inequalities

We are committed to improving the health and wellbeing of our community and to reducing health inequalities. This includes:

- Delivering a range of evidence based programmes via the Early Treatment Centre to people in the Trust who are most at risk of developing serious disease that could reduce life expectancy. This includes Smoking Cessation, Diabetes Prevention / Remission programmes and the Cardiovascular Prevention programme.
- Working with partners via Community Planning to develop integrated support for patients such as the new Cancer Pre-habilitation programme that has been developed with our four Council partners.
- Continuing to roll out a wide range of Early Help services for our community, including Family Support Hubs, Caring Communities Hubs for older people and the new Trust-wide Emotional Wellbeing Hubs.
- Working to deliver services to vulnerable people and families whilst addressing emerging needs post-Covid-19 within the community.
- Continuing to provide support to our children in need and at risk by further developing our approach to early help.
- Supporting older people to live at home for as long as possible and providing them with the best possible support.
- Developing our Enhanced Care at Home service by embracing the Hospital at Home Regional Model and working with our care homes and GP leads to avoid unnecessary hospital admission for residents.
- Continuing to develop our Intermediate Care Services.
- Safely and effectively addressing the significant increase in demand for mental health services, in line with the recently published Regional Mental Health Strategy 2021-31.
- Continuing to develop a range of person-centred services for people living with disability.
- Working to ensure the provision of quality healthcare services for people in prisons.

5.2. Urgent and Emergency Care

We are committed to providing timely urgent and emergency care for our patients. This includes:

- Working closely with our primary care partners to offer a range of alternatives to attendance at Emergency Departments. These include our interim urgent care centre, rapid access and treatment clinics as well as the GP Out of Hours service.
- Improving patient flow and discharge pathways across the system including assessing support and treatment needs in patients' own homes.
- Working in partnership with the Northern Ireland Ambulance Service to continue to improve timely patient handover.
- Ensuring those people waiting for urgent cancer and time critical surgery are able to receive their treatment.
- Working as part of the wider health and social care system to ensure those most in need receive their surgery first. This is in line with the regional Elective Care Framework. The Trust is playing a central role hosting the first dedicated regional day procedure centre. This will help address the adverse impact of the Covid-19 pandemic on elective care waiting times and enable Health and Social Care to have in place a dedicated day procedure centre ahead of potential further waves of the pandemic.



5.3. Safety, Quality and Experience of Care

Over the past 10 years the Trust has been committed to embedding Safety Quality and Experience (SQE) in all that we do. Our aim is to be a high performing, learning organisation that puts people at the heart of all that we do. This includes:

- Launching our Quality Strategy 2021/22 with the aim of creating an improvement learning organisation by 2026.
- Improving the health and wellbeing of our population.
- Ensuring our patients, clients and service users experience high quality, safe and compassionate care.
- Achieving the best outcomes for our community in line with evidence and best practice.
- Ensuring that resources are used efficiently and effectively, minimising waste and operating within the finances allocated.



5.4. Working in Partnership

We are committed to working in partnership to ensure our services are fit for the future. This includes:

- Working with patients, clients, carers and families as we continue to transform our services for the future, based on feedback about what is most important to people.
- Building on good practice that already exists, further developing existing partnerships alongside new and innovative ways to maximise involvement.
- Continuing to communicate with, and listen to our staff and trade union colleagues, providing opportunities at all levels for staff to shape and influence decisions that impact them and the people they care for.
- Building on good working relationships with community partners through active involvement in Community Planning Partnerships across the Trust area. In addition, we will continue to engage with local elected and community representatives on key issues relating to health and social care.
- Working together with health and social care colleagues across the system to plan and deliver services, building on partnership working across primary and secondary care to ensure the most effective outcomes for all.



5.5. Our People

People are at the heart of everything we do in the Trust. We will continue to nurture a culture that is compassionate, where everyone is valued, and we will deliver safe, high quality care for our community. We will focus on:

- Embedding our **People Plan** which sets out our ambition, pledge and commitment to everyone who works in the Trust.
- Keeping our staff safe and supporting their health and wellbeing
- Improving how we recognise and value our staff.
- Developing leadership at all levels to lead staff collectively and with compassion.
- Continuing to develop our staff.
- Continuously communicating and listening to our staff and service users, families and trade union colleagues.

6. Looking Ahead

This Corporate Plan sets out the Trust's current priorities as we emerge from the pandemic, and we recognise the need to remain flexible in order to continue to respond to the changing needs of our community and any further Covid-19 surges.

Looking forward we will continue to work collectively with our health and social care partners to transform our services to provide the best possible outcomes for the people we serve. We want to deliver our vision of making the Trust a great place to **Live**, a great place to **Work** and a great place for **Care and Support**. We are committed to delivering the highest standard of services, designed and implemented in partnership with those who use and work within them.

To support the delivery of quality care, the Trust has developed and will shortly publish a Quality Strategy. This Strategy places a focus on people at the heart of everything that the Trust does, supported by four key themes.

We will welcome your contribution and views in the coming months in the development of our next Corporate Plan regarding how we can continue to best meet the needs of our community going forward. If you have any comments or queries on the Trust's Corporate Plan, or if you need to access the plan in an alternative format, please contact - Involvement@setrust.hscni.net.