



South Eastern Health
and Social Care Trust

CORPORATE PLAN 2022-23



A great place to **Live**

A great place to **Work**

A great place for **Care & Support**

1.	Introduction	3
2.	About Our Trust	4
3.	Our Vision and Values	6
4.	Our Priorities 2022/23	7
	<i>Working in Partnership</i>	8
	<i>Health, Wellbeing and Addressing Inequalities</i>	9
	<i>Timely Access to Care and Support</i>	10
	<i>Safety, Quality and Experience of Care</i>	11
	<i>Our People</i>	12
5.	Looking Ahead	13

1

Introduction

South Eastern Health and Social Care Trust has faced some of the most significant challenges in the history of health and social care over the last two years as a result of the Covid-19 pandemic. As we look ahead to 2022/23, we are energised and motivated as we shift our focus toward the rebuilding and recovery of our services.

Our staff have demonstrated immense resilience, with willingness to work innovatively to ensure delivery of high quality care under difficult circumstances over the last two years. We recognise the demands that have been placed on our staff and in 2022/23; we are prioritising the implementation of our **People Plan**, which focuses on protecting the health and wellbeing of our staff.

The last year has seen the launch of a number of Trust strategies to support our priorities; including the **Population Health Strategy**, which aims to improve the health and wellbeing of our community and reduce health inequalities. We also launched **Quality4All** which supports our vision to be a high performing, learning organisation, keeping people at the heart of all we do. Over the next year, we will be working in partnership with staff, service users and our valued partners across health and social care and the wider community towards the implementation of these strategies.

In 2022/23, we are committed to Refreshing and Rebuilding our services. This will comprise delivering the highest possible quality of care for patients, whilst developing opportunities to transform services, improve patient outcomes and experience, all whilst striving to provide timely access to care and support to service users most in need.

We 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)

3

2

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 364,191. 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 over 11,000 staff and manages an annual budget of approximately £850m.

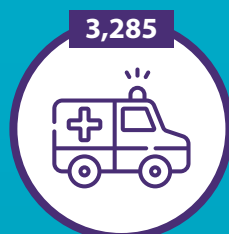
We work in partnership with our community to deliver services to our older people, children and families, to those living with disability, including those with mental health needs.

We put our patients, service users 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 anticipated to return to pre-Covid-19 levels in 2022/23.

On average each week we see:



ED Attendances



Hospital admissions



Daycases



Allied Health Professional Activity



GP Out of Hours Advice, Base & Visit



District nursing visits



Mental Health Assessment Referrals



Supporting people through short breaks - hours



Outpatients



Family Support hubs



Suspect cancer referrals



Health visitor visits



People in Supported Living



Total number of Looked After Children



Births

3

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 and 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

6

4

Our Priorities 2022/23

The Trust has updated its **four key priorities** for 2022/23. Underpinning each of these priorities is the overarching principle of **Working in Partnership**.



7



We are committed to **working in partnership** to ensure our services are responsive to evolving need. This includes:

- ▶ Working with patients, service users, carers and families as we continue to transform our services for the future, based on feedback about the things that people feel are most important.
- ▶ 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 those they care for.
- ▶ Working together with Health and Social Care colleagues across the entire system to plan, commission and deliver services across all providers which lead to improved outcomes for our communities.
- ▶ Further develop and build on our valued relationships with each of our partners and stakeholders across the Trust area.
- ▶ Develop Partnership Forums with our local communities to empower people to understand how to stay safe and well, and feel better informed to make positive lifestyle changes.

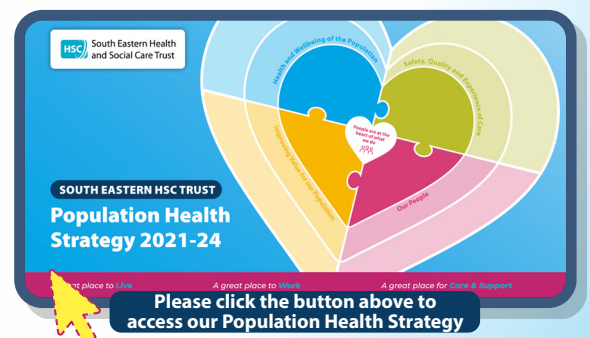
Our Priorities 2022/23



Health, Wellbeing and Addressing Inequalities

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

- ▶ Working in partnership to provide early help to enable people to lead healthy lives from both a physical and mental health perspective.
- ▶ Supporting people to make healthier lifestyle choices and improve their wellbeing with early help, particularly those most at risk of ill health.
- ▶ Providing opportunities for disadvantaged groups to improve health and wellbeing equitably.
- ▶ Empowering people, their families and carers to live safely and independently at home for as long as possible and creating a caring society that supports people throughout their lives.
- ▶ Working collaboratively with our wide range of partners to develop integrated support for our service users that will impact on their health and wellbeing, maximising the opportunity for everyone who lives in the South Eastern Trust area to enjoy a long, healthy and active life.





Timely Access to Care and Support

We are committed to providing timely access to care and support to service users most in need. This includes:

- ▶ Working closely with our local communities and Community and Voluntary sector partners to develop and improve access to care and support for service users most in need.
- ▶ Keeping our service users safe and responding to complex needs in both hospital and community settings by offering the right care, at the right time and in the right setting.
- ▶ Actively collaborating with the wider health and social care system to minimise risk and address barriers preventing service users receiving timely care and support.

Our Priorities 2022/23



Safety, Quality and Experience of Care

Over the past 10 years the Trust has been committed to embedding 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:

- ▶ Implementing our Quality Strategy 2021-2026, with the aim of creating an improvement learning organisation by 2026.
- ▶ Improving the health and wellbeing of our population by supporting people to live healthier lives.
- ▶ Ensuring our patients 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 productively, minimising waste and operating within the finances allocated.
- ▶ Actively involving service users and carers in the planning, delivery and evaluation of our services.



Our Priorities 2022/23



Our People

People are at the heart of everything we do in the Trust. Working with our Trade Union partners, we strive to nurture a culture that is compassionate, where everyone is valued, and safe, high quality care for our community is delivered. This includes:

- ▶ Embedding our People Plan which sets out our ambition, pledge and commitment to everyone who works in the Trust.
- ▶ Keeping our people safe, whilst supporting their health and **wellbeing**.
- ▶ Improving how we recognise, value and develop our people to **grow**, including our staff and volunteers.
- ▶ Fostering a **leadership** culture that will be the outcome of collective actions of formal and informal leaders working together to deliver our shared purpose of safe, high quality care delivery.
- ▶ **Empowering** our people to share ideas, generate and inspire innovation and continuously improve our services.
- ▶ Creating an inclusive and compassionate culture at all levels which builds a greater sense of **belonging** that is felt by all of our people.



5

Looking Ahead

This Corporate Plan sets out the Trust's priorities for 2022/23 as we transition to the next stage of the Covid-19 pandemic and continue to rebuild our services. We recognise the need to remain flexible in order to continue to respond to the changing needs of our community.

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.

We will welcome your contribution 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.