

# Corporate Plan (2024-25)

June 2024

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## **1. Introduction**

The South Eastern Health and Social Care Trust has faced unprecedented challenges over the last number of years.

Despite these significant pressures, we were proud to be the first Trust in Northern Ireland to successfully implement encompass, the new Regional digital patient record system, which will be rolled out across every Health and Social Care Trust in the coming months.

This digital milestone, which was reached in November 2023, was achieved because of the incredible hard work and 'can do' attitude of our staff, who will provide invaluable knowledge and support to the other Trusts as they too embark on their digital journey.

Encompass, powered by epic, is the biggest transformation of our Health and Social Care Service in a generation. It has changed the way we work and the way we care for our patients and service users. Immediate access to patient information means our health service delivery is safer, more efficient and effective.

As we embed and navigate encompass, our staff continue to demonstrate exceptional dedication, compassion, collaboration and creativity to maintain services and lead change. We would like to record our sincere thanks to all our staff for their ongoing commitment to patients and service users.

The Trust continues to develop and rebuild services to meet the needs of our population. We have a relentless focus on improving services across our community and in our hospitals. Recent key initiatives have included the implementation of a Consultant-led Hospital at Home service, a comprehensive review of our Domiciliary Care model and the development of the Older People's Short Term Assessment Team - all of which have contributed to patients receiving care at home and achieving the best outcomes.

A further important development was the opening of the new Emergency Department and a Consultant-led Minor Injury Unit at the Ulster Hospital in September 2023, which ensures that our patients receive the right care, at the right time, in the right place.

The demand for health and social care is rising every year. This means that demands far exceed current capacity in nearly all areas. There is a need to change how we deliver services, with an increased focus on how best to keep our population healthy. A greater emphasis on prevention and services in the community is a key part of this.

Patient safety remains our priority. Patients and service users are at the heart of everything we do. Our staff work hard to provide the best care possible, in sometimes challenging circumstances. We are so thankful for all that they do.

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**Roisin Coulter**  
**Chief Executive**

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**Jonathan Patton**  
**Chairman**

## 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 11,500 staff and manages an annual budget of approximately £1billion.

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, 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 2023/24.



### 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**

#### 4. Our Corporate Objective Themes 2024/25

The Trust has updated its **four key objective themes** for 2024/25. Underpinning each of these themes is the overarching principle of **Working in Partnership**.



## Partnership Working

**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. This will include the implementation of the new Integrated Care System (ICS) and subsequent establishment of the Area Integrated Partnership Boards (AIPB). Further information is available below:  
<https://online.hscni.net/our-work/integrated-care-system-ni/>
- 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.

## Health and Wellbeing / 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.

*Note: Graphic and link to Population Health Strategy will be included in published version as per 2022/23 version.*

## **Equitable and 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, by the right person, in the right place, at the right time.
- Actively collaborating with the wider health and social care system and other partners to minimise risk and address barriers preventing service users receiving timely care and support.

## Safety, Quality and Experience of Care (SQE)

**Over the past 11 years the Trust has been committed to embedding SQE in all that we do. By implementing our Quality Strategy 2021-2026, we aim to:**

- Actively involving service users, carers and partners in the planning, delivery and evaluation of our services.
- 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.
- Delivering value by ensuring that resources are used efficiently and effectively, minimising waste and operating within the finances allocated.
- Improving the health and wellbeing of our population by supporting people to live healthier lives.
- Create a high performing, learning organisation that puts people at the heart of all that we do.

*Note: Graphic and link to Quality4all strategy will be included in published version as per 2022/23 version.*

## Our People

**We strive to nurture a culture that is compassionate, where our people feel valued, and safe, high quality care for our community is delivered. Working with our Trade Union partners, we keep our people at the heart of everything we do in the Trust.**

### **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.

*Note: Graphic and link to People Plan will be included in published version as per 2022/23 version.*

## 5. Looking Ahead

This Corporate Plan sets out the Trust's priorities for 2024/25 as we continue to improve and reconfigure our services to meet the changing needs of our population. We recognise the need to innovate and contribute to wider developments across Health and Social Care NI, to maximise all of our available resources.

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 - [planning@setrust.hscni.net](mailto:planning@setrust.hscni.net)