



Quality Care - for you, with you

Changing for the Better

5 Year Strategic Plan



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Section 1: Vision and Priorities for Change

The health and social care needs of people living in the Southern area are changing – people are living longer, their expectations of our services are rightly high, demands for services are increasing and the costs of care are rising. This document sets out how the Trust plans to develop and change how and where we provide care over the next five years to meet these needs.

The Trust's vision is to deliver safe, high quality and responsive health and social care services, respecting the dignity and individuality of all who use them. This vision is underpinned by the Trust's values which shape what we do and how we do them. These values are:

- *We will treat people fairly and with respect*
- *We will be open and honest, and act with integrity*
- *We will put our patients, clients, carers and community at the heart of all we do*
- *We will value and give recognition to staff, and support their development to improve our care*
- *We will embrace change for the better*
- *We will listen and learn.*

We want to be very clear about what is important to us as a Trust, and what we want to achieve. The Trust's priorities are:

- *Providing safe, high quality care*
- *Maximising independence and **informed** choice for our patients and clients*
- *Supporting people and communities to live healthy lives and to improve their health and wellbeing*
- *Being a great place to work, valuing our people*
- *Making best use of resources*
- *Being a good social partner within our local communities*



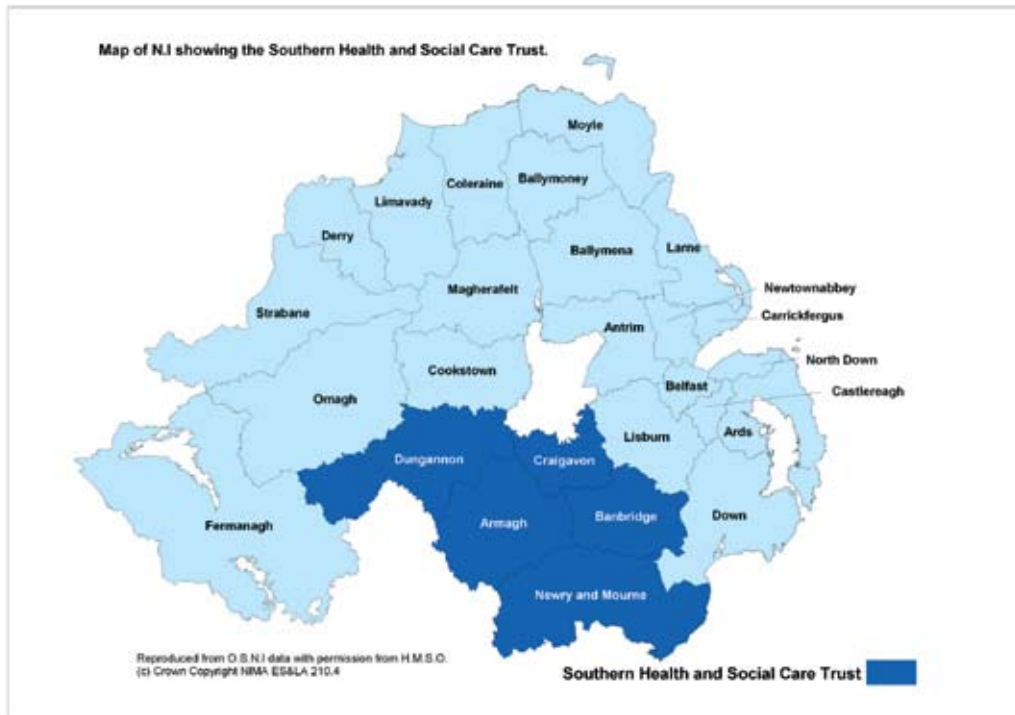
The Trust is committed to changing services for the better and has set out in this document how it intends to develop and transform the health and social care services we provide over the next five years.

Underpinning our development plans and service changes are our six priorities for change.

Where we are now	Priorities for change	Where we want to be in five years
A commitment to continually improve the quality of the services we provide	Improved safety and quality of care, and reduced waiting times	Providing safe, high quality care, by the right person, in the right place at the right time
Some users feel they have limited choices for care, and too many people are living in institutional care	Person-centred planning for all our users and development of 'Own Front Door' solutions	More people living independently with care that is tailored to their needs and choices
Too many of our users experience preventable physical and mental ill health	Increased health promotion and prevention services and empowerment of users and communities	A healthier population with improved wellbeing and quality of life
Many people with long term health care needs unable to manage their condition and dependent on our services	Develop new services and technologies to help people better understand and manage their condition	People with long term care needs are informed and helped to be 'expert patients', self managing their condition
Users, staff and partner organisations - public, voluntary and private sector - are not fully engaged in our planning	Enabling the views of users to inform our care, better engagement with staff, improved partnership working to improve care	Services are driven by the 'voice of the user', staff feel informed and engaged, and services are 'joined up' across organisations
Our voluntary sector partners are not funded in a way that sustains and develops the care they provide	Developing long term funding arrangements with voluntary sector partners with agreed contracts for care	Strong sustainable partnerships which improve the range and quality of care to our users and communities



Section 2: About the Trust



The Southern Health and Social Care Trust provides health and social care services to the council areas of Armagh, Banbridge, Craigavon, Dungannon and South Tyrone and Newry and Mourne. The Southern area has a population of 335,000 people.

The Trust provides a wide range of hospital, community and primary care services. Acute in-patient hospital services are located at Craigavon Area Hospital and Daisy Hill Hospital. Working in collaboration with GPs and other agencies, Trust staff provide locally based health and social care services in Trust premises, in people's own homes and in the community. The Trust purchases some services, such as domiciliary, residential and nursing care, from private and voluntary organisations.

In 2007/08 the Trust had an income of £412.6 million and spends £1.18m per day delivering services to local people.



Section 3: Promoting Health and Wellbeing and Primary Care

The Trust is committed to improving the health and wellbeing of the whole population. We want to improve the health of our people by increasing the length of their lives and increasing the number of years they spend free from disease, illness and disability. We will:

- Promote public health and wellbeing as a priority and take action to prevent conditions such as cancers, heart disease, and strokes, improve mental health and wellbeing and, reduce the risk of suicide and self harm
- Work with communities and partner organisations to address the inequalities in health across the Southern area and to reduce the effects of wider determinants such as housing, environment, educational attainment, poverty and safety
- Facilitate a wide range of partners from across the community, statutory and voluntary sectors to work together to address local needs and priorities
- Provide expertise, leadership and support to all those concerned with public health and wellbeing
- Involve users, partners and communities in identifying needs and priorities for action and in planning and developing innovative policies, programmes and services
- Use community development approaches and engagement with community organisations to tackle inequalities in health and social care.



Personal and Public Involvement

The Trust is committed to ensuring the active and meaningful involvement of individuals, communities and stakeholders in all aspects of service planning, development and delivery. We will:

- Involve individuals in the decisions that are made around their own treatment and care
- Work with communities to reshape services to address their needs and priorities appropriately
- Support the involvement of carers and volunteers
- Provide effective leadership and support across the area that will create appropriate mechanisms and opportunities for involvement for all those who wish to engage with the Trust, and targeted approaches appropriate to the needs of the Trust's diverse population
- Involve the wider public in the discussions to establish future priorities and plans for health and social services
- Work in partnership with other providers and partner organisations to shape future health and social care provision and health improvement across the whole population
- Make all promotional material available in alternative formats and languages and plain English.

Developing Primary Care

The Trust is committed to securing improvements in Primary Care. We will:

- Create integrated teams around GP practices to improve the co-ordination of treatment and care for people at home with effective communication with, and information for service users
- Improve signposting to services appropriate to the needs of the individual



- Reduce waiting times for access to AHP (therapy) services to 13 weeks by March 2009 and to 9 weeks by March 2010
- Develop specialist services in the community to prevent unnecessary admissions to hospital
- Develop specialist services outside hospital to prevent unnecessary hospital outpatient attendance
- Develop local Community Treatment and Care Centres (CTCCs) in each locality – Portadown, Banbridge, Newry, Dungannon, Lurgan, Armagh. Construction of the Portadown CTCC is underway, and the Trust is hopeful that funding for the Banbridge CTCC will be announced this year. However the development of CTCCs in our other localities will depend on the availability of capital investment over the next 10 years. The Trust proposes to retain the current configuration of health centres and to update or replace them as appropriate. The Trust is also committed to working with local communities to plan the development of these facilities.



Section 4: Our Children and Young People

We Will Improve Services For Our Children and Young People

The Trust is committed to playing its part in implementing the Government Strategy 'Our Children and Young People', and will develop and reform services over the next five years to contribute to better outcomes for children in the Southern area.

Strategic Priorities

For All Our Children and Young People we will:

- Develop measures to ensure that children and young people contribute fully to decisions about them and their families
- Continue work to improve health and wellbeing in the Southern area by providing comprehensive, accessible primary, community and hospital care
- Redesign our Health Visiting, School Nursing, Allied Health Professional and Social Work services to meet the needs of our growing and changing population
- Develop dental services both for those with particular needs and chronic illness and to complement general dental practice
- Develop specialist services, including health visiting services, for children and families from ethnic minority communities
- Reduce the need for children to be admitted to hospital by reshaping and developing a range of ambulatory care services
- Extend the opening time of the specialist Children's A&E service at Craigavon Area Hospital
- Develop specialist centres for Children and Young People.

**For Children and Young People in Need or Requiring Safeguarding we will:**

- Provide a range of targeted health and social care programmes
- Develop the range of family support and early years services
- Empower families to identify and implement their own plans to resolve difficulties through family group conferences
- Work with other agencies to improve services to young people and their families
- Develop Child and Adolescent Mental Health Services, including extending the support to Accident and Emergency services to seven days per week
- Secure services provided by our voluntary sector partners by putting in place secure long term funding arrangements
- Take a lead role in implementing new safeguarding arrangements and in improving child protection services.

For Children and Young People with Complex Needs and Disabilities we will:

- Reduce the time children, young people and their families wait for specialist assessment and treatment services
- Develop person centered approaches
- Extend the children's community nursing service to a seven day service
- Develop personalised services for people with autism
- Develop our Hospital Paediatric and Neo-natal services across Craigavon and Daisy Hill Hospitals
- Develop specialist services by opening a new children's home in Newry, during 2009
- Work to ensure integrated transition plans for young people as they enter adulthood and access adult services, with partnership working with voluntary organisations.



For Looked After Children and Young People

Including this year and the previous two years, there has been a very significant investment of some £6.5m across a range of services which provide alternatives to residential placements. The additional investment in foster care, including enhancing the rate, is some £2m. We will:

- Provide the best possible care, in secure family placements
- Achieve permanence for children and young people
- Increase the number of foster homes to meet the assessed needs of children and young people
- To introduce a new service model for statutory residential care, with 18 long term residential places provided in current homes in Portadown, Newry and Armagh, an area-wide intensive support residential facility at Cherrygrove, Lurgan and an area-wide short term assessment unit in Drumglass home in Dungannon
- Develop enhanced therapeutic models of care in our children's homes
- Develop leaving and after care services.



Section 5: People with Mental Ill Health and Disability

We will Improve Services For People with Mental Ill Health and Disability.

The Trust is committed to improving services for people with mental ill health and disability and the following, which are our key strategic priorities, reflect Regional Strategies and the Trust's commitment to implement the recommendations of the Bamford Review. We will:

- Tackle the key causes of mental ill health and disability
- Improve quality of life
- Make services more timely and accessible
- Provide people with choice, self-determination and control in their care and support, including the promotion of direct payments and other forms of self directed care
- Enable independence through early intervention
- Support carers and recognise their contribution
- Work in partnership with other agencies to improve the outcomes for service users and their families
- Develop mental health respite services.

Delivering our Strategic Priorities

Mental Health

The strategic vision is for a new service model for mental health care. Over the last three years there has been a significant investment of £4.2m across a range of services, including £1.6m in home treatment and crisis response services.

**For our Communities we will:**

- Work with communities and partner organisations to promote mental and physical health and wellbeing and enhance awareness, understanding and acceptance of mental health
- Continue to develop accessible services for people at risk of suicide, through the development of a network of “Protect Life” resource centres, and improving psychiatric liaison services with the emergency departments of acute hospitals
- Increase access to psychological therapies through the development of primary mental health care services
- Empower people and local communities to recognise when they need help and support with mental health and disability issues
- Improve services for early intervention in community and primary care
- Support GPs to further develop capacity and expertise
- Create a formal network of community support, care and advocacy services in partnership with our voluntary sector partners.

For People With Mild and Moderate Mental Health Problems we will:

- Continue to provide a range of targeted health and social care programmes
- Improve responsiveness and accessibility of mental health services by introducing a single point of access in April 2009
- Reduce the time people have to wait for specialist mental health assessment and treatment services to nine weeks
- Extend the mental health hospital liaison service to seven days
- Prevent admission by extending our crisis response and home treatment services to older people/over 65 population
- Further develop our rehabilitation and recovery services, including the development of our Day Hospitals. We will develop new centres in Craigavon



and Dungannon by March 2009

- Move to reduce acute mental health inpatient care, providing 60 acute, 10 intensive care, 10 addiction and 14 Functionally Mentally Ill beds, and centralise this provision at the Bluestone Unit in Craigavon.

For People with Complex Mental Health Needs we will:

- Develop the range of specialist services, including services for people with personality disorders, eating disorders, drug and alcohol addiction and forensic services
- Reduce waiting time for these specialist psychological therapies services to 13 weeks by March 2010
- Improve respite services
- Support people to live independently in the community through the development of supported living arrangements. In January 2009 we will open a new supported living scheme for people with mental health difficulties in Portadown.

For People with Dementia and People in Long Term Mental Health Hospital Care we will:

- Improve accessibility and responsiveness to specialist assessment and early diagnosis, and reduce the waiting time to 13 weeks by the end of March 2009
- Provide an area Resource Centre for people with dementia
- Improve the range and accessibility of respite services
- Reduce the number of people with dementia in long stay hospital care through the development of community alternatives, aiming to resettle and close the current long stay dementia wards in St Luke's by March 2011
- Further reduce the number of people in long term mental health hospital care by ongoing resettlement of long stay patients from St Luke's Hospital, Armagh.



Delivering our Strategic Priorities

Disability Services

For People with a Physical Disability or Sensory Impairment we will:

- Improve responsiveness and accessibility to care, support and rehabilitation by introducing a single point of access by April 2009
- Reduce the waiting time for assessment and treatment to 13 weeks by March 2009
- Reduce the waiting times for specialist equipment to 13 weeks by 2010
- Develop a network of alternatives to traditional day care, tailored to the needs and aspirations of the individual
- Change the role of our Day Centres to provide rehabilitation, respite and care to people with high dependency
- Provide community alternatives to nursing home or hospital care for people with complex needs
- Improve the range, accessibility, flexibility and availability of age-appropriate respite services
- Develop the range of specialist services for people with Brain Injury
- Increase the uptake of Direct Payments and participation in the 'In Control' project.

For People with a Learning Disability we will:

- Further develop community based services using partnership approaches to support people with learning disability to live as independently as possible
- Build new Day Centres in Newry, Crossmaglen, Banbridge and Dungannon, and redevelop and refurbish our other Day Care Centres
- Develop the range and availability of respite care, including expansion of

shared care, respite at home, flexible respite as well as continuing to provide more traditional forms of respite care

- Expand multidisciplinary teams and specialist services to provide a wider angle and better co-ordinated community services
- Increase the uptake of Direct Payments, participation in the ‘In Control’ project’, and development of supported living arrangements
- Develop community assessment and treatment services and stop admissions to long term hospital care
- Further reduce the number of people in long term learning disability hospital care by ongoing resettlement of long stay patients from Longstone Hospital, Armagh.

The Trust is committed to work with local stakeholders including Armagh City and District Council and other interested parties to explore options for the future use of the St Luke’s and Longstone site to maximise employment opportunities.

Section 6: Care for Older People

We Will Improve The Services For Our Older People

The Southern Health and Social Services Board's 'Strategic Vision for Older People's Services 2002 - 2007' sets out a clear direction for services for older people and has shaped the Trust's priorities. The Trust is committed to improving services and care to older people and to delivering these priorities.

Strategic Priorities

For All Our Older People we will:

- Provide comprehensive, accessible health promotion, protection, assessment and treatment in primary, community and hospital care
- Develop health promotion initiatives including mental health promotion activities and networks
- Ensure that waiting times are minimised to 9 weeks for assessment and diagnosis and 13 weeks for inpatient and day care procedures by March 2009
- Develop the community and social networks which support older people in their local communities in partnership with voluntary and community sector organisations.

Supporting Older People To Maintain Their Independence

From 2006, £4.5m has been invested across a range of services for older people, including £1.7m invested in increased community support and over £1m in developing community stroke services. We will:

- Develop 'one stop rapid access assessment clinics' for older people in each locality. This service will be in place in Lurgan in early 2009 and will be developed in Armagh and Dungannon during 2009

- Provide early intervention for people with chronic diseases
- Promote self care and the 'expert patient' with people who have chronic disease
- Modify the pathway to support direct admission to hospital (avoiding A&E)
- Develop and extend intermediate care services
- Review the role of day care and day hospitals
- Continue to develop community services to provide alternatives to hospital admission by extending intermediate care across seven days
- Focus on rehabilitation and facilitating a return to independence
- Reduce the number of beds for non-acute hospital care for older people to 94 beds, provided at South Tyrone and Lurgan Hospitals.

For Older People with Complex Needs we will:

- Support and empower older people to take control of their lives and care needs, encouraging and facilitating increased uptake of Direct Payments, and participation in the 'In Control' project
- Stimulate the development of a range of suitable housing options
- Improve and extend support for carers, by providing a range of flexible and self-directed respite options, including the introduction of new models of respite, specifically designed through engagement with carers and improved information
- Improve the responsiveness and flexibility of domiciliary care services
- Extend the skills and expertise of our District Nursing Service and specialist teams to manage home treatment and supportive care
- Exploit new technologies to support older people to live independently
- Develop stroke services to support shorter hospital stays and rehabilitation at home to restore optimum independence

- Provide end of life care which will support people to die at home where that is their wish.

For Older People living in Residential and Nursing Homes we will

- Ensure these placements are safe, high quality, and suitable to the assessed needs
- Develop alternatives to residential care through the provision of community services to support people in their own home and supported housing options
- Provide up to 90 statutory residential care places across the current five statutory residential homes, developing these homes as local Centres for Care of Older People in line with local community needs and providing an expanded range of services to include dementia respite care.

Section 7: Acute and Maternity Hospital Care

We Will Improve Our Hospital Services

The Trust is committed to providing safe, quality hospital care in line with the regional hospital strategy 'Developing Better Services'.

The Trust will continue to provide its inpatient, day case and maternity hospital care across our network of hospitals – Craigavon, Daisy Hill and South Tyrone – and to provide outpatient services in a range of local facilities.

Strategic Priorities

Prompt Diagnosis and Treatment

- Patients will be directed to the most appropriate service for their condition. Access to assessment and treatment will be improved
- Discharge arrangements will be streamlined, including prompt access to medicines on discharge
- Comprehensive assessment, diagnosis and treatment pathways for patients with sleep problems including sleep apnoea will be provided.

More Responsive Care. We will:

- Develop a local Ophthalmology service, providing local access through the introduction of teams of specialist staff
- Extend the Trauma and Orthopaedics service to serve the population in Newry and Mourne
- Develop our Dermatology service to provide specialist care and treatment across the Southern area
- Develop the Cardiology service in line with the delivery of the National Service Framework standards

- Develop Maternity Services in line with the continued increase in births
- Redesign our Community Midwifery services to match the needs and demands of the population
- Review Urology and Pain Management services
- Develop stroke services
- Extend the breast screening service to include women from 65 to 70 years old and commence a bowel screening programme
- Develop the rheumatology service to increase the number of patients with severe inflammatory arthritis who receive treatment with biologic therapies
- Develop a patient involved strategy.

More Integrated Care. We will:

- Work with community and primary care to ensure that services are in place to avoid hospital admission
- Develop the hospital network/cross site working particularly in the areas of general surgery and gynaecology
- Ensure that services delivered are integrated with, and complementary to, both primary and community care
- Ensure that patients with chronic obstructive pulmonary disease (COPD) receive early diagnosis, appropriate and timely treatment and ongoing multi-disciplinary management
- Care of older patients with complex needs will be undertaken within a community setting
- Integrated Clinical Assessment and Treatment Services (ICATS) will be further developed.

Modernising Care. We will:

- Carry out more procedures on an outpatient or day case basis
- Pre-operative assessment will be increased to streamline care
- Introduce a new model of care to improve the care of urgent medical patients admitted to hospital
- Focus on improving ward processes and environment to help nurses spend more time on direct patient care.

Improved Patient Safety. We will:

- Continue to improve the cleanliness of our hospitals to ensure that the public and patients have confidence in our services
- Promote and enable good infection control
- Ensure that patients in hospital receive a wide choice of good quality, nutritional food
- Implement a traffic management strategy which will include the phased introduction of parking charges at Trust facilities, with exemption criteria which reflects regional recommendations.

Developing Our Hospitals

In support of these strategic priorities, the Trust has plans for major development of each of the hospital sites and is hopeful of securing capital funding for the following priority developments within the period covered by this plan.

- Investment of £101 million in Phase One of a major redevelopment of the Craigavon Hospital site. Phase One will be the critical care block and include; theatres, ICU, Accident & Emergency and a Woman's and Children's Centre
- Investment of £54 million in Phase One of a major redevelopment of the Daisy Hill site. Phase One will include theatres and recovery, Day Procedures Unit, Maternity Services and the Special Care Baby Unit.

In advance of these major redevelopments, a number of interim schemes are either in progress or are planned to commence in the near future:

- Maternity Services at Craigavon Area Hospital – Investment of £4.1 million will enable the Trust to upgrade and extend the Delivery Suite and Neo Natal Unit
- Maternity Services at Daisy Hill Hospital – Investment of £500,000 will enable the Trust to upgrade the delivery suite
- The Renal Unit at Daisy Hill Hospital is being refurbished and extended to provide an additional eight dialysis stations
- New Theatre at Craigavon Hospital – building work on a new theatre at Craigavon Hospital (Theatre Five) is underway and will provide much needed additional capacity. This £1.5 million project will be completed in April 2009
- New Trauma and Orthopaedic Unit – funding has been allocated to build a new facility containing two theatres with full support accommodation and an orthopaedic ward. Construction of this state of the art building will commence in January 2009 and will take approximately 15 months to complete
- In preparation for these developments, the Trust is developing a strategy for Acute Services which will be finalised in 2010.

