



Southern Health
and Social Care Trust

**CORPORATE
PLAN
2007/08**

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Chief Executive**

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1.0 FORWARD

This is the first Corporate Plan for the new Southern Health and Social Care Trust and comes at a time of significant modernisation and change within the service.

As we move away from the four Trust model in the Southern Area we look forward to continuing the excellent record of achievement of the legacy Trusts and to refocusing our efforts on further improving service provision.

It is essential that we deliver safe, high quality health and social care services which are responsive and accessible to the people and communities that use them, and reflect our commitment to user participation in service planning.

The new Trust will deliver services that respect the dignity and needs of the individual and are provided by skilled and motivated staff.

2.0 Background

The Southern Trust is one of the five new Trusts established on the 1st April 2007 under the Review of Public Administration (RPA). RPA concluded that major reform was required in the administrative structures of health and social care. In addition the Appleby Review also signalled the need to reform and modernise how health and social care services are being delivered.

The Southern Health & Social Care Trust (the Trust) replaces Armagh & Dungannon, Craigavon Area Hospital Group, Craigavon & Banbridge and Newry and Mourne Trusts. The Trust employs 12,000 staff, serves a population of 327,000 and has an income of £400 million.

The Trust faces some major challenges over the next three years as the public sector moves towards the full implementation of RPA. While this may initially create some uncertainty and change in the way in which public services are delivered, the Trust is committed to providing safe, high quality and efficient services. The Trust will also focus on implementing processes to maximise the effectiveness of care, and embed a culture of continuous improvement and modernisation to ensure we are meeting the needs of users, carers and those who commission services from us.

There is work to do to establish the new organisation, and this provides an opportunity to put in place structures and new and more efficient systems that will deliver world class services and

ways of working that will drive performance improvement and optimise care to patients and clients.

The Trust will also continue to work positively with current commissioning organisations, while preparing for the changes which will come about as a result of the incoming Health & Social Care Authority, Local Commissioning Groups, Community Commissioning Associations and the introduction of payment by results.

3.0 Purpose and Core Values

The Trust's commitment to quality by focusing on the needs of users is the basis for the vision and purpose of the Southern Trust which is:

“to be known as a high performing, innovative organisation committed to delivering safe, quality care services that are accessible and responsive to the people who use them, provided in a way that respects the dignity and needs of individuals and delivered by skilled and motivated staff”.

This vision is a statement of our corporate purpose and the Trust has developed a set of eight Core Values which will reflect the culture of the Trust and influence everything the organisation and its staff do to achieve the vision.

The Core Values reflect the values of the legacy Trusts and of the Southern Trust Board. A process of engagement with staff at all levels within the Southern Trust is planned to ensure that these core values are further developed to reflect the values and aspirations of all our staff.

The Trust's Core Values are:

- **Integrity** – Being open, honest and fair with all our stakeholders including users, the public, their representatives, government and our staff, in order to build trust and mutual respect.

- **Inclusivity** – promoting a culture that values and respects diversity, promotes equality, fair and equal access to care and treatment, and engages fully with users, carers and local communities.
- **Partnership Working** – working with other organisations and agencies to increase the co-ordination and effectiveness of care and improve the health and wellbeing of our users and communities.
- **Community Oriented** – at individual, group and community level, to support community development and active user involvement to empower people and communities to influence and control their health and wellbeing.
- **Promoting Creativity and Innovation** – being ‘leading edge’ by developing new approaches to meeting needs, promoting best practice, supporting modernisation and reform and improving effectiveness and efficiency.
- **Valuing Staff** – appreciating and respecting staff, recognising their individual needs and circumstances, offering opportunities for development, and supporting them to achieve their full potential.
- **Accountability** – at individual and organisational level, to be accountable for the services we deliver and the choices we make.
- **Effective and Efficient Use of Resources** – ensuring the best possible outcomes from the public funds we receive.

4.0 Corporate Objectives

This Corporate Plan sets out the long term aspirations for the Trust. The Trust's purpose and values reflect our commitment to high quality care, user engagement and continuous improvement. This commitment is further expressed through the Trust's Corporate Objectives which create a broad framework within which the delivery of our purpose and values can be planned, measured and monitored.

These Corporate Objectives, which will shape our strategic direction and priorities for the next 3 to 5 years, are listed below:

- Providing safe, high quality and effective care;
- Ensuring accessible and responsive care;
- Improving Health and Wellbeing;
- Ensuring effective user and community engagement and promotion of partnership working.
- Driving innovation, continuous improvement and modernisation;
- Ensuring effective organisational governance;
- Improving organisational and workforce development;
- Making best use of resources;
- Ensuring financial viability, reform and control of costs.

For each of these Corporate Objectives, a range of key deliverables have been identified for 2007/08 and beyond. These key deliverables will include the key Ministerial and Priority for

Action (PfA) targets which are contained within the Trust's Delivery Plan 07/08, and also a range of additional actions the Trust has set for itself to ensure it achieves its corporate aims. The achievement of PfA targets together with the Trust specific targets set out in this document will ensure progress towards the achievement of the Trust's Corporate Objectives in 2007/08.

4.1. Corporate Objective 1 – Provide Safe, High Quality & Effective Care

The key priority will be to support the **Ministerial Target 2: Safe, Better Quality Services**. The Trust will deliver the PfA targets associated with this Ministerial target (see Appendix 1).

In addition, the Trust will seek to achieve the following local priorities in 2007/08:

- To establish systems and capabilities to ensure compliance with the Trust's statutory obligations, including its responsibilities as Corporate Parent.
- To review information flows and performance reporting on the Trust's discharge of statutory functions, identify key information requirements and design reports which will enable performance to be evaluated.

- To embed within the Trust's structures the capacity and capability to ensure safe and effective care.
- To implementation the recommendations of the Regulation and Quality Improvement Authority (RQIA) review of the Quality Standard for "Safe and Effective Care".
- To implement the Trust's Action Plan to address the recommendations of the SSI Overview Report.

4.2. Corporate Objective 2 – Ensuring Accessible & Responsive Care

The key priority will be to support **the Ministerial Targets Priority 3 Reductions in Hospital Waiting Times, Priority 4 Significant Improvements in Emergency Care, Priority 5 Fully Integrated Care and Support in the Community.**

The Trust will deliver the PfA targets associated with these Ministerial targets (see Appendix 1).

In addition, the Trust will seek to deliver the following local priorities in 2007/08:

- To embed Person Centered Planning as an approach to identifying and responding to the needs of service users.

- To continue to develop community and primary care services to meet the needs of older people, people with a learning disability, people with physical and sensory disability, people with mental health problems and people with chronic disease. Specific actions for 2007/08 include:
 - Review of Mental Health Services;
 - Review of Intermediate Care;
 - Review of non-acute hospital care for Older People.
 - Review of Statutory Residential Care

- To deliver more integrated care through the development of a comprehensive multi-disciplinary team approach in:
 - Mental Health services;
 - Care of Older People

4.3. Corporate Objective 3 – Improving Health and Well-being

The key priority will be to support the **Ministerial Priority 1 “Improving Health & Well-Being”**. The Trust will deliver the PfA targets associated with the Ministerial target (see Appendix 1).

In addition the Trust will seek to deliver the following in 2007/08:

- To work with the Southern Investing for Health Partnership to support and implement regional and area health promotion strategies and the Southern Health Improvement Plans.
- To work alongside local partners, by March 2008 to develop a wellbeing strategy that focuses on health promotion, disease prevention and community development.
- In partnership with key stakeholders, by September 2007 to develop robust plans to support local communities consistent with the “Protect Life” Strategy.

4.4. Corporate Objective 4 – Effective User and Community Engagement and Partnership working.

Effective user and community engagement and working partnership with others to deliver improved outcomes will support all Ministerial targets.

In building on the work of our legacy Trusts, the Trust will seek to deliver the following in 2007/08:

- To develop and implement a User and Community Development Strategy, drawing on the Southern Health

and Social Services Board's Strategy and best practice in the legacy Trusts and beyond.

- To review the arrangements for effectively involving users in service planning, and develop a robust process for the Southern Trust which builds on existing engagement arrangements developed within the legacy Trusts.
- Engage young people identifying how the Trust can increase their meaningful participation in Case Conferences and Looked After Children Reviews.
- To develop communication strategies to keep service users and communities informed about actual and proposed changes in service provision.
- Embed a community development ethos to working in partnership for the development and delivery of high quality services.

4.5. Corporate Objective 5 – Driving Innovation, Continuous Improvement and Modernisation

This objective will support all the Ministerial Targets. The Trust will deliver all of the PfA targets as detailed in the Trust Delivery Plan (see Appendix 1).

In addition the Trust will seek to achieve the following local priorities in 2007/08:

- To develop and implement a performance management framework which will drive performance improvement, service reform and modernisation.
- To establish an effective performance reporting system throughout the Trust which ensures that those staff charged with delivering key targets can access information about their performance.
- To develop the capacity within the Trust to detect and appraise good practice and ensure application across the Trust and beyond.
- To develop a SHSCT Modernisation and Reform Plan by October 2007, which will include the ongoing development of Managed Clinical Networks (MCNs), Integrated Clinical Assessment and Treatment services (ICATs) and the Trust's service improvement priorities.
- To agree a Capital Development Plan and associated CRL processes which will support the implementation of decisions in relation to 'Delivering Better Services' and the Primary and Community Care Infrastructure Programme, and will facilitate the Trust's reform and modernisation priorities.

4.6. Corporate Objective 6 – Ensuring Effective Organisational Governance

Effective organisation governance underpins all Ministerial priorities and targets and is key to the achievement of Safe, Better Quality Services. (Ministerial Targets 2).

The Trust will seek to deliver the following governance related priorities in 2007/08:

- To develop and implement an Integrated Governance Strategy and Framework for managing clinical and Social Care Governance within the Trust.
- To implement a Board Assurance Framework.
- To achievement compliance against all Controls Assurance Standards.
- To establish processes to deal with the findings and recommendations of RQIA inspections and audits.
- To implement an Action Plan to address the RQIA Review findings in relation to the Quality Standard “Corporate Leadership and Accountability”.
- To implement a robust risk management strategy to integrate clinical and non-clinical risk management activity in order to improve performance and outcomes.

4.7. Corporate Objective 7 - Organisational and Workforce Development.

The key priority will be to meet the Ministerial Target Priority 9 “**Reforming the Workforce**”. The Trust will implement the PfA targets in support of this objective (see Appendix 1).

In addition the Trust will deliver the following local priorities in 2007/08:

- To effectively manage the transition from the four legacy Trusts to the new Southern Health and Social Care Trust.
- Improved service integration and management structures.
- To embed professional leadership throughout the Trust.
- To develop an Organisational Development Plan and Workforce Strategy that will integrate people processes and technology to achieve sustainable improvement.

4.8. Corporate Objective 8 – Making Best Use of Resources

The key priority will be to meet the Ministerial **Target 8 Effective Financial Control and Improved Efficiency** and **Target 10 Delivering on the Investment Strategy**. The Trust will implement the PfA targets in support of these objectives. (See Appendix 1).

In addition the Trust will deliver the following local priorities in 2007/08:

- To make best use of the capacity of our Hospital network, maximising the potential of cross site working and sharing of resources.
- Develop plans to realise efficiency savings and/or enhanced productivity through workforce modernisation in Children & Young People's Services Directorate.
- Review the use of locum and agency staff, seeking to reduce costs compared to 2006/07.
- To ensure appropriate management and administrative cost savings are generated through the ongoing implementation of Trust structures.

4.9. Corporate Objective 9 - Financial Viability, Reform and Control of Costs

The key priority will be to meet the Ministerial **Target 8 Effective Financial Control and Improved Efficiency** and **Target 10 Delivering on the Investment Strategy**. The Trust will implement the PfA targets in support of these objectives (see Appendix 1).

In addition the Trust will deliver the following local priorities in 2007/08:

- The delivery of planned efficiency savings in 2007-08 and subsequent years.
- To prepare for the introduction, from April 2008, of a tariff-based system for the allocation of funds.
- To live within the resources allocated and achieve financial balance in 2007/08 and beyond.

5.0 Performance Management Framework

Each year the Assembly will set out its plans and priorities for improving public services in Northern Ireland, and the associated budget to deliver same. The Department of Health, Social Services and Public Safety (DHSSPS) will set out how these plans and priorities will be delivered in a Public Service Agreement which commits the Department to the achievement of a range of agreed outcomes for service users. These commitments are further specified through the Minister's annual Priorities for Action (PfA).

In response to PfA, commissioners (Health and Social Services Boards) develop Health and Wellbeing Investment Plans (HWIPs) and each Trust responds to the commissioners' Plans in their Trust Delivery Plan (TDP). These documents describe how resources will be used to commission and deliver health and social care services to service users, carers, families and local populations. The approved TDP is the basis of the Trust's business planning process and is the vehicle for addressing the reform and modernisation agenda and for meeting the efficiency programme targets.

The Trust's TDP along with this Corporate Plan are an integral part of the Trust's objective setting and hence of its risk management arrangements. In addition to the PfA targets, the Corporate Objectives include other local service objectives as well as those needed to deliver the organisation's corporate commitments.

Under the Trust's Performance Management Framework, the totality of the Ministerial targets and the local priorities set out in this Corporate Plan will be cascaded to Directorate and team level where more detailed objectives, targets and actions will be set in order to deliver on this strategic agenda.

To monitor progress against these objectives the Trust will put in place an effective performance monitoring and reporting system, developing information flows throughout the organisation so that staff at every level within the Trust can access and evaluate their performance against the Corporate Objectives and associate targets.

Appendix 1 sets out the relationships between Corporate Objectives, Priority for Action targets, and Trust-specific priorities as set out in this Corporate Plan.

Progress against the Corporate Objectives and associated targets and priorities will be reported and monitored at all levels in the organisation, and formal reporting arrangements to the Trust Board will be developed as part of the Trust's Performance Management Framework.