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1. Foreword

The Belfast Trust has a central role in the delivery of health and social care services in Northern Ireland. As the largest provider, with a highly professional and skilled workforce providing local and regional services and with strong links to leading edge academic and research institutions through the Queen’s University of Belfast and the University of Ulster, the Trust is uniquely placed to deliver excellence in health and social care.

The Trust’s ambition is to build on these strengths by ensuring that innovation and creativity are central to how we take forward service delivery and transformational change, using opportunities presented by technological advances and through our strong working relationships with key partners and stakeholders.

Our objectives can only be achieved with the help and support of the people who use our services, their families and carers, and our community, voluntary and independent sector partners. We are committed to working in partnership with them in a united effort to deliver the best possible outcomes for our population.

We want to harness the skills, ideas, commitment and efforts of our own staff in achieving our vision, as well as contribute to the wider social issues related to health and social inequalities.

In order to invest in tomorrow, we must deliver improved value for money today and we need to continue to build strong leadership across our services to deliver and sustain our vision. Staying true to our values during a period of transformational change will be critical to our success.

The Belfast Trust Vision gives us the opportunity to renew a sense of pride in the Trust, as we work to offer the highest standards of care for all the people to whom we provide services.
2. Introduction

Alongside the Trust Vision, this Corporate Plan outlines the strategic direction for the Belfast Health and Social Care Trust for the period 2013/14-2015/16. It sets out how our services will change and develop to ensure they meet the health and social care needs of the population of Belfast, Castlereagh and across Northern Ireland.

The Minister for Health, Social Services and Public Safety has also set out his vision for health and social care across Northern Ireland through the publication of ‘Transforming Your Care’. It proposes significant changes for services over the next few years and we have ensured that the priorities identified in our Corporate Plan are closely aligned to the strategic direction within ‘Transforming Your Care’.

This Corporate Plan outlines our Trust Vision, our Guiding Principles and our Values which underpin how we will develop services over the next three years. We also describe our key service priorities and expected outcomes to be delivered over the period of the Plan, recognising the challenging financial environment for health and social care services across Northern Ireland, with significant efficiency savings to be achieved.

We will regularly review and report on our progress against the objectives set out in the Plan to ensure we demonstrate what has been achieved and what remains to be delivered across our services.

\[1\] Transforming Your Care, 2011, Health and Social Care Board
3. Overview of the Belfast Trust

The Belfast Trust delivers integrated health and social care to approximately 340,000 people in Belfast and part of the Borough of Castlereagh and provides a range of specialist adult and paediatric services for the population of Northern Ireland. The Trust also has in place a significant number of partnerships with community, voluntary and independent sector providers to ensure a seamless, high quality service is provided for all the people who use our services. The Trust delivers its services through five Service Directorates:

- **Acute Services**, incorporating Medicine and Surgery, Cardiovascular and Specialist Surgery, Neurosciences, Ophthalmology and Imaging Services
- **Cancer and Specialist Services**, incorporating Cancer Services, Nephrology and Transplant Services, Rheumatology, Dermatology and Neurohabilitation Services, Therapy and Therapeutic Services, Pharmacy, Medical Physics and Laboratory Services
- **Adult Social and Primary Care Services** incorporating Mental Health, Learning Disability, services for Older People, and Physical Disability and Sensory Impairment Services
- **Specialist Hospitals and Women’s Health**, incorporating Maternity Services, Acute and Community Paediatrics, Trauma and Orthopaedics, Gynaecology, Sexual Health & Reproduction, including GUM Services, ENT and Dental Services
- **Children’s Community Services** incorporating, Family & Child Care Services, Community Health and Children’s Disability Services.

These directorates, working together with the Corporate Directorates of Human Resources, Medical Director’s Group, Nursing & User Experience, Planning Performance & Informatics, and Finance & Estates, manage a diverse organisation with over 20,000 staff and a budget of over £1.2 billion, led by the Belfast Trust Board and Executive Team, as illustrated below:

### Belfast Health and Social Care Trust: Executive Team Structure

- **Chief Executive**: Colm Donaghy
- **Children’s Community Services**: Cecil Worthington
- **Communication**: Bronagh Dalzell
- **Specialist Hospitals & Women’s Health**: Brian Barry
- **Cancer & Specialist Services**: Jennifer Welsh
- **Acute Services**: Patricia Donnelly
- **Adult, Social & Primary Care**: Catherine McNicholl
- **Nursing & User Experience**: Brenda Creaney
- **Planning, Performance & Informatics**: Shane Devlin
- **Medical Director’s Group**: Tony Stevens
- **Human Resources**: Marie Mallon
- **Finance & Estates**: Martin Dillon

**20,728 employees**

**£1.2 billion annual budget**

**340,000 population base**

**1.8 million population base**

**£3,287,671 spent daily**
Our Purpose is to improve health and wellbeing and reduce health and social inequalities.

Our Vision is to continuously improve health and social care delivery and foster innovation in pursuit of this goal. We will seek to achieve the right balance between providing more health and social care in, or closer to, people’s homes and supporting the specialist delivery of acute care, thereby delivering positive outcomes for the people who use our services.

Our Guiding Principles are integral to how we will deliver and develop our services:

• We will provide safe, high quality person-centered and compassionate care, ensuring the best possible experience for all the people who use our services
• We will promote wellbeing and early intervention
• We will continuously improve, through integration and partnership working, our delivery of accessible and effective services
• We will innovate to drive improvement in services, translating research into practice and using proven technology to secure positive outcomes for people who use our services
• We will ensure our people have the appropriate knowledge, skills and attributes to deliver a high quality, person centred service in a Trust which is a good place to work, train and learn
• We will make a real difference to the impact of health and social inequalities on the lives of local people through our leadership and advocacy, in partnership with local communities
• We will continue to recognise and value the role and contribution of carers and families to our services
• We will achieve efficiency, effectiveness and equity across all our resources (our staff, our services and our facilities) and look after our environment for the future.
Our Values are important. They guide our behaviour, our attitudes, the decisions we make and what we expect of one another. Our Staff have told us the Trust’s Values are important to them and have a strong impact on how they view our organisation. Our focus will be on embedding and living the Values throughout the Trust.

<table>
<thead>
<tr>
<th>Our Values</th>
<th>Our commitment is – We will:</th>
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<tbody>
<tr>
<td>Treating everyone with respect and dignity</td>
<td>• Respect the rights and choices of people who use our services&lt;br&gt;• Place the needs of people who use our services and their carers at the core of service planning and delivery, and support person-centred approaches to care&lt;br&gt;• Be fair in our decisions and our actions, reflecting this in our policies and our practice&lt;br&gt;• Work in partnership across professions, services, organisations and communities to maximise the potential for health improvement and achieve the best use of resources through joined up approaches&lt;br&gt;• Recognise the contributions of staff, users, carers, volunteers and the community.</td>
</tr>
<tr>
<td>Displaying openness &amp; trust</td>
<td>• Ensure processes are in place for two-way communication with users, staff and the public&lt;br&gt;• Be open and transparent in our decision-making and communication;&lt;br&gt;• Build a reputation for being trustworthy&lt;br&gt;• Provide timely, accessible and appropriate information to support choice for people who use our services&lt;br&gt;• Keep people informed.</td>
</tr>
<tr>
<td>Being leading edge</td>
<td>• Encourage and support our staff to be innovative and creative in pursuing our purpose&lt;br&gt;• Create an environment where research and enquiry can flourish&lt;br&gt;• Translate research and innovative ideas into practical improvements for the people who use our services.</td>
</tr>
<tr>
<td>Maximising learning &amp; development</td>
<td>• Build the capacity of the organisation and our people through appropriate learning, development and support&lt;br&gt;• Empower our people by developing and sustaining a learning culture.</td>
</tr>
<tr>
<td>Our Values</td>
<td>Our commitment is – We will:</td>
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<tr>
<td>Being accountable</td>
<td>• Demonstrate personal and professional accountability in the provision of high quality care by competent staff in a safe environment</td>
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<td></td>
<td>• Set and achieve clear standards in service delivery and care outcomes</td>
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<td></td>
<td>• Contribute to and respect the formal accountability processes of the organisation</td>
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<tr>
<td></td>
<td>• Make the most of the financial and other resources we have through effective and efficient service planning, delivery and evaluation.</td>
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### 5. Strategic objectives, actions and outcomes

**Our Strategic objectives** support the achievement of the Trust’s Vision and are well embedded throughout the organisation. The way that our services will be planned and developed over the next three years are described under these five objectives. In this section we outline our service commitments and the actions which will be taken forward to deliver the outcomes that we expect by the end of year three.

<table>
<thead>
<tr>
<th>A Culture of Safety and Excellence</th>
<th>We will foster an open and learning culture, and put in place robust systems to provide assurance to our users and the public regarding the safety and quality of services.</th>
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<tbody>
<tr>
<td>Continuous Improvement</td>
<td>We will seek to be a leading edge Trust through innovation at all levels in the organisation.</td>
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<td>Partnerships</td>
<td>We will work collaboratively with all stakeholders and partners to improve health, social care and well being and tackle inequalities and social exclusions.</td>
</tr>
<tr>
<td>Our People</td>
<td>We will achieve excellence in the services we deliver through the efforts of a skilled, committed and engaged workforce.</td>
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<tr>
<td>Resources</td>
<td>We will work to optimise the resources available to us to achieve shared goals.</td>
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Our Commitment:

The Trust is committed to:

- Providing the best possible experience for all the people who use our services, taking into account their needs, to improve the quality of their health and social wellbeing;
- Ensuring that the safety and welfare of those who use our services will underpin service change and development;
- Nurturing innovation and creativity among our people to drive significant organisational change;
- Rigorously ensuring compliance with appropriate standards of care, for all the people who use our services.

Actions:

The Trust will achieve the above through the following actions which we will take forward over the next three years:

- We will continuously develop and maintain our assurance framework, including a risk management strategy, to support the Trust in meeting its objectives and to maintain public confidence;
- We will work in partnership with our local communities and other statutory and voluntary agencies and safeguard the welfare of children and vulnerable adults;
- We will ensure that the people who use our services are fully engaged in the design, delivery and review of services;
- We will develop and implement an integrated Safety and Quality Improvement Plan (SQIP) to enhance the experience of the people who use our services;
- We will deliver integrated pathways of care to ensure services are delivered in the best possible setting for those who use our services;
- We will encourage and support our staff to be innovative, creative and to work in partnership with the people who use our services, their carers and local communities to deliver improvements in our services;
- We will foster an open, transparent, learning culture to deliver the best possible services.

Expected Outcomes:

By delivering the above, our population can expect to see the following outcomes:

- The delivery of safe, high quality, person-centred and compassionate care, with an improvement in the experience for all the people who use our health and social care services;
- Delivery of the integrated Safety and Quality Improvement Plan (SQIP) to ensure the safety and welfare of those who use our services;
• A measurable reduction in avoidable harm as demonstrated by outcomes, similar or better than our national peers, as assessed by agreed national outcome measures;

• Integrated pathways of care which will ensure the safety and quality of our services across all settings;

• Improved public and staff confidence in the Trust’s open, transparent and learning culture.
The Trust is committed to meeting the challenges of the next few years, with major transformational plans underway across all our services in line with the strategic direction set out in 'Transforming Your Care'\(^2\). We will focus on improving health and social care outcomes, with flexible services delivering a seamless journey for people who use our services and with integrated pathways between hospital and community services.

Our service commitments are described in the following section supported by key actions and expected outcomes over the three year period.

- Population Health and Wellbeing
- Maternity
- Childrens Community Services
- Acute and Community Paediatrics
- Mental Health
- Learning Disability
- Physical Disability and Sensory Impairment
- Long Term Conditions
- Acute Care (unscheduled and elective)
- Older People
- Palliative and End of Life Care

\(^{2}\) based on the major areas of care, Transforming Your Care, Health and Social Care Board, 2011
Population Health and Wellbeing

Our Commitment:

The Trust is committed to working in partnership across the community, voluntary, statutory, public and private sectors to:

- Maximise health improvement;
- Ensure that people who use our services are involved in the planning, delivery and evaluation of services;
- Deliver an improvement in the health and wellbeing of people by increasing the number of years they have free from disease, illness and disability, and
- Reduce inequities in health and social wellbeing.

The principles which will underpin how services will be taken forward over the next three years to deliver the above include:

- Recognition of everyone’s human right to enjoy the highest attainable standard of health;
- Prevention of avoidable ill health;
- Equity and social inclusion;
- Accessible Public Health information;
- Full involvement of individuals and communities in decisions which affect their health.

Actions:

The Trust will achieve the above through the following actions over the next three years:

- **We will** produce an annual Trust Health Improvement Plan with a renewed focus on health improvement and illness prevention;
- **We will** implement the Trust’s Health Inequalities Strategy by focusing each year on selected actions with maximum potential impact;
- **We will** continue joint working with partner organisations including the Belfast Strategic Partnership, to achieve shared objectives;
- **We will** support Trust staff in their health promotion and prevention roles and in maximising their own health improvement through training, development and resources;
- **We will** focus on priority areas including accident prevention, alcohol, breastfeeding, obesity, physical activity, sexual health and teenage pregnancy, smoking cessation, suicide prevention/mental health promotion and specific programmes for vulnerable groups, such as minority ethnic groups;
- **We will** continue to engage with our public and people who use our services in the planning and delivery of services and build capacity for participation and community action on health;
- **We will** further utilise our community facilities, including our Health and Wellbeing centres, to
support the delivery of more locally accessible services;

- **We will** maximise new technology including internet and social media to deliver health information and develop work on health literacy;
- **We will** implement the Trust Arts in Health Strategy;
- **We will** engage all of our clinicians in redesigning services that are cost-effective and offer value for money to the population.

**Expected Outcomes:**

By delivering the above in partnership with a range of community, voluntary, statutory and public sector agencies, our population can expect to see the following outcomes:

- Improved health outcomes for the population of Belfast, measured through a range of indicators such as:
  - reduction in proportion of adults who smoke
  - reduction in self harm
  - reduction in levels of obesity
  - increase in the proportion of adults meeting recommended guidelines on physical activity;
- Strengthened partnership governance;
- More accessible health information and increased health literacy;
- Extended use of Trust facilities within the community, including our Health and Wellbeing Centres;
- Increased access to Arts for people who use our services, staff, visitors and communities with demonstration of the benefits;
- Greater engagement by clinicians in ensuring that our care pathways offer appropriate alternatives to hospital and a focus on preventing illness and impairment.
Service Commitment:

The Trust is committed to working with the women who use the Belfast Maternity Service to improve their outcomes and the well-being of their children, through the provision of high quality maternity and neonatal services and the increasing focus on the normalisation of maternity services and childbirth.

The principles that will underpin service change over the next three years are:

- Placing the needs of the mother and family at the centre so that pregnancy and childbirth is a safe and positive experience and women are treated with dignity and respect;
- Promoting healthy lifestyles for pregnant women which have a positive impact on them and their family’s health;
- Providing a range of high quality choices of care as close to home as is safe and sustainable to do so, from midwife-led to consultant-led services;
- Ensuring women are supported to make an informed decision about their place of birth by providing a balanced description of the benefits and risks of the different types of maternity settings;
- Providing postnatal care to facilitate the transition to motherhood by making sure ill health is prevented or detected and managed appropriately.

Actions:

The Trust will achieve the above through the following service changes which we will take forward over the next three years.

- **We will** implement the DHSSPS Maternity Strategy and associated Action Plan with a focus on the normalisation of child birth and care within community settings;
- **We will** review the current format and provision of antenatal education, working with DHSSPS and Commissioner colleagues;
- **We will** work with the PHA to implement programmes to assist women to make healthy choices;
- **We will** implement the regional perinatal care pathway to support pregnant women with mental health difficulties;
- **We will** develop a new maternity hospital, incorporating the regional neonatal service, on the Royal Hospitals site, combining a consultant-led obstetric service, with an Alongside Midwife Led Unit;
- **We will** develop a Stand Alone Midwife Led Unit at the Mater Hospital to support women with straightforward pregnancies, as part of the choice available to women in the Belfast Maternity Service;
- **We will** maintain and develop the Regional Neonatal Service in the Royal-Jubilee Maternity Service and implement the RQIA recommendations for neonatal services, including the development of the Regional Neonatal Network and the extension of the neonatal transport service.
Expected Outcomes:

By delivering the above, our population can expect to see the following outcomes:

• A comprehensive range of choice for women who use the Belfast Maternity Service, with a subsequent increase in the number of mothers receiving antenatal care in the community and midwife led care;

• Evidence of an increasing normalisation of births with an expected reduction in caesarean sections and an increase in the percentage of births without medical intervention;

• A reduction in the incidence of mental health complications in childbirth and postnatal depression through partnership working within primary and secondary care.
Service Commitment:

The Trust is committed to working in partnership to ensure effective safeguarding of children in Belfast and supporting an increase in early intervention and targeted preventative services.

The Trust’s key principles that will underpin service change over the next three years are:

- Paramouny of a child’s best interests, to be determined in consultation with parents and carers, the child and appropriately trained and experienced professionals;
- Participation of children, their families and carers in the design, delivery and evaluation of services;
- Further development of partnerships between the Belfast Trust, community and voluntary groups as well as other statutory agencies to ensure comprehensive and effective provision;
- Promotion of improved outcomes for children and young people across the six key outcome areas, in line with the 10 Year Strategy for Children and Young People:
  - Healthy
  - Enjoying, learning and achieving
  - Living in safety and stability
  - Experiencing economic and environmental wellbeing
  - Contributing positively to community and society
  - Living in a society that respects their rights

Actions:

The Trust will achieve the above by working in partnership with key statutory, community and voluntary sector partners to deliver these service changes over the next three years:

- **We will** work in partnership with Statutory, Community, Voluntary and BME3 sector partners under the auspices of the Belfast Outcomes Group, to deliver integrated commissioning and improved outcomes;
- **We will** commission a range of services focusing on early intervention and prevention in line with the Belfast Outcomes Group Action Plan;
- **We will** develop a targeted parenting programme for specific families which offers additional health visiting support;
- **We will** develop a comprehensive Infant Mental Health Service Implementation Plan;
- **We will** establish a comprehensive service for children and their families experiencing domestic violence;
- **We will** offer a range of services to support children and young people to remain in their community of origin including a review of the Trust’s Intensive Support Services;
- **We will** implement the Family Nurse Partnership programme to provide intensive support to first time teenage mothers in the early years of the child’s life;

3 BME Black and Minority Ethnic Sector partners
• **We will** establish Family Support Hubs across Belfast in conjunction with the Belfast Outcomes Group;

• **We will** further improve our assessment processes including a review of the role and function of our family centres while enhancing collaborative working;

• **We will** review our Looked After Children services, which will include Residential, Foster Care and Adoption in line with the regional review of residential care, and the Regional Policy on Permanence;

• **We will** further develop employment and training opportunities for our care leavers both within the Trust and externally;

• **We will** further develop short break services for children with learning disability and complex needs and their families;

• **We will** review the service delivery for children with learning disability and complex needs, which will include fieldwork, hospital and residential care, to enhance collaborative working;

• **We will** further develop transition arrangements into adult services for children with learning disabilities, sensory needs, complex physical and mental health needs through comprehensive communication with key services.

**Expected Outcomes:**

By delivering the above, our population can expect to see the following outcomes:

• An increase in the numbers of children and families accessing early intervention and targeted preventative services with a resultant reduction in the number of families and children requiring high level social and health interventions;

• Effective safeguarding of children in Belfast and a reduction in the numbers of children and young people requiring statutory intervention;

• A greater number of families in receipt of preventative and targeted family support services;

• An increase in the number of children supported at home and a reduction in the number of children who are in care;

• More foster carers and a broader range of foster caring skills providing supportive family environments for children and young people;

• Completion of the Family Nurse Partnership programme for targeted families;

• A reduction in referrals for statutory family and child care services;

• A significant improvement in the delivery of seamless transition arrangements for young people into adulthood with an improvement in their mental health and wellbeing, including increased numbers engaged in education, training or employment;

• A targeted, focused children’s disability service with evidence of signposting to appropriate services to best meet the identified needs of the child and family.
Service Commitment:

The Trust is committed to providing a range of acute and community paediatrics, including specialist acute services for unscheduled and elective care, for both the region and the population within the Belfast Trust.

The principles which will underpin acute and community paediatrics over the next three years are:

- A child and family focussed service, with experienced, safe and skilled children’s practitioners;
- The needs and best interests of the child will be determined in consultation with them, their parents, family and carers together with appropriately trained and experienced professionals;
- The participation of children and their families and carers in the development, delivery and evaluation of services;
- The provision of a dedicated, safe and secure environment for children and young people that will deliver high quality, specialist, evidence based care and treatment;
- A seamless transition from children’s to adult services, where there is appropriate resource to meet the needs of the individual child or young person.

Actions:

The Trust will achieve the above through the following service changes which we will take forward over the next three years:

- **We will** work with DHSSPS and HSCB to develop a new Children’s Hospital;
- **We will** develop ambulatory services and review the delivery and location of paediatric outpatient services, including community paediatrics, to support the provision of children’s services closer to their home, where this is appropriate to do so;
- **We will** implement new and revised patient pathways for elective (planned) patients, extending our use of Day Surgery facilities and admission on the day of surgery;
- **We will** implement the recommendations of the Regional Paediatric Review in partnership with the DHSSPS, HSCB and other Trusts;
- **We will** work with the DHSSPS and HSCB to agree the age range of children and young people across Northern Ireland who will receive their care from paediatric services;
- **We will** continue to review vulnerable paediatric services in partnership with the HSCB, and DHSSPS to ensure safe and sustainable specialist paediatric services are available for the local and regional population;
- **We will** further develop and maintain networks within the region, nationally and, where appropriate, internationally;
- **We will** further develop transition arrangements from children’s services to adult services for children with complex health needs through early intervention and comprehensive communication with key services;
• **We will** continue to review, through the Unscheduled Care Working Group and in partnership with the Local Commissioning Group, the patient pathways for unscheduled care including minor illnesses;

• **We will** continue to work in partnership with other Trusts, with the support of the HSCB and PHA, to ensure that children with long term complex conditions are cared for in the most appropriate environment as close as possible to their families.

**Expected outcomes:**

By delivering the above, our population can expect to see the following outcomes, which will include:

• Strengthened networks for the provision of paediatric services for the population of Northern Ireland;

• A regionally agreed age range for children and young people to access children’s services;

• An increased use in the range of ambulatory care options;

• Reduced hospital admissions due to childhood infections;

• Reduced use of hospital services and hospital beds;

• A significant improvement in the delivery of seamless child-focused transition arrangements for young people from children’s to adult services.
Service Commitment:
The Trust is committed to providing a modern, responsive mental health service that promotes recovery and independence with the full participation of the people who use our services and their carers. We want to continue the move away from hospital based services to the further development of early intervention and community treatment and support.

Some people will require acute episodes of care as inpatients. The time spent as an inpatient in an acute facility should be short and focussed on returning people to the community as quickly as possible. A small number of people are likely to require longer periods of treatment and rehabilitation care in dedicated hospital facilities.

The principles which will underpin service change are:

- People who use our service should have their rights respected;
- People who use our services should be fully involved in the commissioning, planning, design and delivery of services;
- People using Mental Health Services should have equity of access to all Trust Services;
- People who use our services should be supported to keep or regain control of their lives. This support can be provided by a wide range of services, organisations, families, carers and professionals;
- Services should promote evidence based treatments, independence and self-directed treatment and support so that individuals and their carers will be able to have more choice and control over the services they receive;
- Services should be developed in partnership with the community for those at greatest risk of harm and should include opportunities to access peer support.

Actions:
The Trust will achieve the above through the following services changes which we will take forward over the next three years.

- **We will** increase the opportunity for people who use our services to have self-directed support and individual budgets so that people who use our services and their carers will be able to have more choice and control about services they receive (including access to peer support);
- **We will** support all people who use our services to develop a personal recovery plan;
- **We will** develop and establish a User Recovery College which will promote opportunities for personal recovery, social inclusion and links to other agencies for training and educational opportunities;
- **We will** further promote advocacy, including peer advocacy, so that there is a strong voice for people who use our services and carers in improving how services are delivered;
• **We will** develop, in partnership with local community services, the provision of co-ordinated Psychological Therapies across Mental Health Services;

• **We will** work with people who use our services, and carers, to develop a high quality inpatient experience for those who require hospital admission, including a new state-of-the-art acute inpatient facility on the Belfast City Hospital site;

• **We will** secure appropriate housing and accommodation options which will enable people who use our services to be supported to live independent lives in the community;

• **We will** further develop urgent response mental health services, home treatment, day treatment and support services for people of all ages to reduce the need for hospital admission;

• **We will** further develop evidence based early intervention services, in particular, for young children, adolescents and at the interface between Child and Adolescent and Adult mental health services;

• **We will** develop the new Old See House facility as a centre of excellence in partnership working between professional and service user peer experts;

• **We will** further develop partnership working with other public services, communities and mental health service organisations to provide more responsive services for people who use our services and carers.

**Expected Outcomes:**

By delivering the above, our population can expect to see the following outcomes:

• More people who use our services will report a high level of satisfaction with the services we provide;

• More people who use our services, and carers, will take up the opportunity for self directed support;

• More people who use our services will be supported in their own homes by mental health services and hospital admissions will be reduced;

• More people who use our services will be provided with opportunities and support to take up employment, including within mental health services.
Learning Disability

Service Commitment:

The Trust is committed to the further development of services which support people with a learning disability to enjoy and live full lives within their local communities and to promote independence through the provision of a range of family, carer, voluntary and statutory support services.

The Trust’s principles for services for people with learning disabilities are:

- People who use our services should have their rights respected;
- People who use our services should be fully involved in the commissioning, planning, design and delivery of services;
- People using Learning Disability services should have equity of access to all Trust services;
- People who use our services should be in control of their lives. The Trust recognises that some people who use our services may need support to make decisions. This support can be sought from a wide range of sources, families, carers and professionals;
- The availability and range of appropriate therapies and treatments should increase in community settings;
- Services should promote independence and self directed support so that individual and their carers have more choice and control over services they receive.

Muckamore Abbey Hospital will continue to provide a range of inpatient assessment and treatment services but, after 2015, it should not be a home for life for people with a learning disability. Providing there is betterment in their care, people should experience community living.

Actions:

The Trust will achieve the above through the following services changes which we will take forward over the next three years.

- **We will** complete the community integration of individuals who have been resident at Muckamore Abbey Hospital and develop, in partnership with other agencies, homes for life in the community that will provide high quality accommodation and support services for people with learning disabilities, including those with complex and challenging needs;

- **We will** further develop a range of community treatment and support services to enable people who use our services with a learning disability to live as full citizens in the community, to prevent inappropriate admission to hospital and maximize their independence;

- **We will** further develop services and support to carers and improve the range of respite options, including home based respite services;

- **We will** further promote advocacy, including peer advocacy, so that there is a strong voice for people who use our services and carers in improving how services are delivered;

- **We will** develop new inclusive alternatives to traditional daycare for school leavers and will work with other partners to increase employment opportunities, access to local leisure and social networks and
activities for all adults with learning disabilities;

- **We will** develop preventative and early intervention strategies to support the improvement of the physical and mental health of adults with a learning disability;

- **We will** further develop partnership working opportunities with communities and other learning disability providers in order to provide more responsive services for users and carers;

- **We will** develop urgent/unscheduled community treatment and support services to maintain individuals in the community and help prevent hospital admission.

**Expected Outcomes:**

By delivering the above, our population can expect to see the following outcomes:

- More people who use our services will report a high level of satisfaction with the services we provide;

- We will have reduced the number of people with a learning disability being cared for in long term institutional care;

- More people who use our services will be treated and supported in their own homes and community and hospital admissions will be reduced;

- We will increase the number of people accessing community based alternatives to traditional daycare alternatives (including further education, training and employment);

- More people who use our services, and carers, will take up the opportunity for self directed support alternatives.
Physical & Sensory Disability

Service Commitment:

For people with a physical or sensory disability, the Trust will be seeking to work in partnership with individuals to promote independence and enable them to have more control over the type of services that they want to receive.

The principles that will underpin service change over the next three years are:

- People who use our services should have their rights respected;
- People who use our services should be fully involved in the commissioning, planning, design and delivery of services;
- People using Physical or Sensory Disability services should have equity of access to all Trust services, facilities and information;
- Services are person centred and offer maximum choice of service and equipment;
- Services enable disabled people to have the fullest possible control over their lives and to maximise their independence and inclusion in their chosen communities;
- A community development approach should be used to maintain people in their own environment and to promote partnership working across organisations and groups;
- Co-ordinate services to maximise continuity and a holistic approach.

The Trust will continue to provide a range of specialist rehabilitation services on the Musgrave Park Hospital site. This will include acquired brain injury rehabilitation, spinal cord injury rehabilitation, amputee rehabilitation and post fracture rehabilitation for older people. Services for patients requiring non urgent but essential admission for expert multi-disciplinary assessment of neurological disorders, deterioration in neurological status and subsequent decline in functional ability will be co-located with the specialist rehabilitation services at Musgrave Park Hospital.

Actions:

The Trust will achieve the above through the following service changes which we will take forward over the next three years.

- **We will** work with our NI Housing Executive and housing associations to continue to develop more appropriate supported living options in the community;
- **We will** maximise the use of technology to assist people in their day to day lives;
- **We will** further promote advocacy, including peer advocacy, so that there is a strong voice for people who use our services and carers in improving how services are delivered;
- **We will** prescribe appropriate aids and appliances, wheelchairs and prosthetics based on the specific needs of the individual;
- **We will** support the development of a range of choices for those in transition to adulthood, including pathways to employment;
• **We will** encourage more people to take up the opportunity of self directed support and individual budgets to allow them to have more choice about what services they receive;

• **We will** continue to modernise day support services and maximise opportunities in the community for people with disabilities;

• **We will** continue to provide specialist hospital services through the range of specialist rehabilitation services on the Musgrave Park Hospital site. The Community Brain Injury Team will work closely with the Regional Acquired Brain Injury Unit at Musgrave Park Hospital to ensure a seamless service.

**Expected Outcomes:**

By delivering the above, our population can expect to see the following outcomes:

• More people who use our services will report a high level of satisfaction with the services we provide;

• More supported living places available in the community;

• An increase in the number of individuals and carers taking up self-directed support and individual budgets;

• An increase in the number of people accessing community based alternatives to traditional day support services (including further education, training and employment);

• An increase in short breaks and respite services for carers.
Long Term Conditions

Service Commitment:

Long Term Conditions cannot at present be cured, but can be controlled by medications and/or therapy. People with a Long Term Condition are generally cared for at home, but may, on occasion, require admission to hospital to receive urgent care and treatment. The Trust is committed to delivering high quality care and better outcomes for people living with a Long Term Condition, including the provision of an alternative to hospital admission where clinically appropriate.

The principles which will underpin how services for people living with a Long Term Condition will be taken forward over the next three years to deliver the above include:

- Focusing on prevention;
- Working with our primary care partners in General Practice to enhance the role of primary and community services in the treatment and management of Long Term Conditions, which offer an alternative to hospital admission;
- Providing an increased focus on self-management of conditions by providing appropriate support for individuals in their own homes or by supporting parents or carers to care for their children at home.

Hospital services will continue to be available for patients when they require it, particularly in the acute phase of an illness and appropriate services outside of hospital will be available to support people with a Long Term Condition through the various stages of the care pathway.

Actions:

The Trust will achieve the above through the following services changes which we will take forward over the next three years.

- **We will** work with our primary care partners, through our 8 'local' integrated care teams, to develop new care pathways and personalised care plans for adults with a Long Term Condition, targeting those in particular who are most at risk of acute hospital care. This will help to reduce the requirement for hospital admission for individuals with a Long Term Condition;
- For children and young people, **we will** focus on ensuring that personalised care plans are developed involving the child/young person, parents, carers, paediatricians, community childrens nurses and general practitioners;
- **We will** support the development of Integrated Care Partnerships which will be a key vehicle for delivering the above (initially in the areas of diabetes, respiratory disease and stroke);
- **We will** continue to support the Regional Transforming Cancer Follow-Up Project, thereby enhancing the range of services available to patients following a cancer diagnosis in keeping with extended survivorship;
- **We will** maximise the use of new technology called ‘telemonitoring’, which will enable suitable patients to access technology in their own homes to monitor and test their condition, enabling clinicians to receive information about the individual’s condition in real-time or regular basis.
Expected Outcomes:

By delivering the above, our population can expect to see the following outcomes:

- More patients with a Long Term Condition being able to manage their condition at home, with fewer admissions to hospital;
- Improved care pathways and personalised care plans;
- More accessible, effective and integrated services between primary and hospital care.
Acute Care (Unscheduled Care)

Service Commitment:

- Delivering safe and sustainable services across acute care including networks for cancer services, major trauma, fracture services, heart conditions and stroke and to communicate effectively with services users on the need for service re-configuration;

- The provision of a seamless service delivered seven days a week and where appropriate, 24 hours a day service, working in partnership with our clinical teams and colleagues in primary care;

- Further developing patient pathways to access appropriate emergency care, including the provision of direct assessment and admission, as well as urgent care for patients with a Long Term Condition, in partnership with Primary Care and GP out-of-hours services;

- Working with patients to develop new models of care which balance the provision of specialist care, using ambulatory care models, integrated care pathways and technology to support individual patients within the most appropriate environment;

- Continuously improving the efficiency of services by reducing unnecessary duplication and fragmentation of clinical and diagnostic services across the hospital sites, reducing length of patient stay and investing in alternatives to hospital services, leading to a reduction in the need for people to come into hospital.

Actions:

The Trust will achieve the above through the following services changes which we will take forward over the next three years:

- **We will** implement new and revised patient pathways working with others to focus on the continuous improvement of the care and experience of patients with urgent care needs;

- **We will** improve pathways for patients with a Long Term Condition, maximising the benefits of technological advances to ensure that more patients are at the centre of the management of their own condition and receive their care in the appropriate environment, including their own homes avoiding the need to attend hospital;

- **We will** continuously review the way we provide services, through best practice nationally eg. in pharmacy, laboratory and diagnostic services and ensure effective communication with our patients and all our stakeholders;

- **We will** continue to drive improvement in hospital service delivery, with a focus on clinical outcomes, and the delivery of performance standards to achieve a reduction in the average length of stay and the further development of ambulatory services;

- **We will** develop a Strategic Plan for the development and delivery of fracture services, working with HSCB and other Trusts;

- **We will** improve the delivery of care for patients with a Long Term Condition who present to unscheduled care services such as those patients with respiratory disease;
• **We will** work with the HSCB to secure investment in diagnostics and reconfiguration of support services on an extended day and seven day week basis.

**Expected Outcomes:**

By delivering the above, our population can expect to see the following outcomes:

• An improved patient experience, with a greater focus by all our staff on person centred and compassionate care;

• Achievement of the Ministerial Standards for Unscheduled Care, including waiting times for services;

• Delivery of a seamless patient pathway for emergency patients presenting through the Emergency Department;

• The development of a range of pathways appropriate to patients’ specific conditions;

• A reduction in the need for people to come into hospital as a consequence of the development of innovative alternatives to hospital admission.
Service Commitment:

• Delivering safe and sustainable services across acute care and communicating effectively the need for service change;

• Developing protected elective services and thereby improving patient flows to effectively and efficiently improve access waiting times for patients;

• Continuously improving the efficiency of services by reducing unnecessary duplication and fragmentation of clinical and diagnostic services across the sites, reducing length of stay and investing in alternatives to hospital services, leading to a reduction in the need for hospital beds.

Actions:

The Trust will achieve the above through the following services changes which we will take forward over the next three years:

• We will continue to reconfigure the adult Acute Hospital Network and further develop effective networking arrangements with other Trusts locally, regionally and internationally to ensure access to safe and sustainable elective care services;

• We will implement new and revised patient pathways for elective (planned) patients, extending our use of admission on day of surgery, Day Surgery, 23 hour services and ambulatory care services;

• We will continue to implement improvement methodologies across all our services, such as in theatres and wards, and take forward the implementation of communication technologies within outpatient services to improve the appointment attendance rate;

• We will improve access for patients and improve the efficiency with which resources are used by further developing weekend and extended day working, including access to diagnostics;

• We will deliver Commissioner funded service developments which will bring improved waiting times and service quality for patients, for example an increase in the levels of cardiac surgery, screening programmes, the extension of macular degeneration and glaucoma services in ophthalmology;

• We will develop a Strategic Plan for the development of elective orthopaedic services, working with Commissioners and other Trusts;

• We will continue to develop new, and support our existing, clinical networks to improve the quality of service delivery;

• We will introduce new models for the management of outpatients, working with our primary care partners, to deliver an efficient and effective service in line with Commissioning Strategy;

• We will further develop transition arrangements from children’s services to adult services through early intervention and comprehensive communication with key services.

Expected Outcomes:

By delivering the above, our population can expect to see the following outcomes:
• An improved patient experience, with a greater focus by all our staff on person centred and compassionate care;
• A reduction in the average length of stay for patients with a reduction in the number of beds required to maximise efficiency, effectiveness and equity across our resources;
• The delivery of sustainable diagnostics and support services;
• Achievement of Ministerial waiting time standards for Elective Care Access, including waiting time for services;
• A reduction in the need for people to come into hospital as a consequence of the development of innovative alternatives to hospital admission.
# Older People’s Services

**Service Commitment:**

The Trust is committed to providing services which will enable more older people to live fulfilling lives, independently in their own homes for as long as possible, supported, where required, by a network of health and care services.

The **principles** which will underpin how services will be taken forward over the next three years to deliver the above include:

- People who use our services should have their rights respected;
- Ensuring services are accessible;
- People who use our services should be fully involved in the commissioning, planning, design and delivery of services;
- Further integration of primary, secondary and independent sectors to ensure services are aligned to meet the needs of older people;
- People using Older People’s Services should have equity of access to all Trust services;
- Keeping people as independent as possible;
- Working in partnership with commissioners to design and deliver services with a greater role for voluntary and community sectors;
- Giving people increased control over services through greater personalisation;
- Providing greater support for carers;
- Dignity and respect in every service area.

Hospital services will continue to be available for patients when they require it, however urgent acute care will also be provided safely at home for many conditions. Enhanced community health and social care services will be provided to support older people through the various stages of the care pathway.

**Actions:**

The Trust will achieve the above through the following services changes which we will take forward over the next three years:

- **We will** work as part of a collaborative network through Integrated Care Partnerships, improving care pathways for older people to facilitate more urgent and rehabilitative care being provided outside a hospital setting;
- **We will** work with communities and independent sector care partners to improve prevention strategies including developing falls prevention programmes for older people in our community;
- **We will** develop services which will provide rapid access to specialist assessment services (including improved access to intermediate care) which will reduce the requirement for hospital admission and facilitate earlier hospital discharge;
• **We will** continue to improve stroke services through implementation of regional strategies and the rapidly developing evidence base. These will focus on achieving excellence in acute care and fully developing early supported discharge services and community support;

• **We will** increase the opportunity for people to have self-directed support and individual budgets so that individuals and their carers will be able to have more choice and control about services they receive;

• **We will** take forward planning for two supported housing schemes over the period of the Plan, in partnership with the NI Housing Executive and Housing Associations, providing greater choice of independent living options for Older People who need supported in the community;

• **We will** continue to implement reablement in domiciliary care ensuring that older people access opportunities to improve their daily living skills, and their confidence as well as ensuring they receive support to remain connected with their local community;

• By increasing the emphasis on promoting independence, reablement and providing more support for carers, demand for residential care is likely to reduce and **we will** therefore take forward a consultation on the future of our remaining 4 statutory frail elderly residential homes;

• **We will** review the role of our EMI residential homes to ensure they meet the needs of our older population.

**Expected Outcomes:**

By delivering the above, our population can expect to see the following outcomes:

• More older people will be cared for in their own homes when they need support from health and social care services and hospital admissions will be reduced;

• There will be fewer incidents of falls amongst our older people which result in the need for hospital admission;

• Through improved rehabilitation services, there will be fewer older people needing longer term domiciliary care support in the community;

• More people, carers and older people, will take up the opportunity for self directed support;

• We will have additional supported living places available for older people in our community.
Service Commitment:

The Trust will develop services in line with the Palliative and End of Life Care Strategy for Adults in Northern Ireland, ‘Living Matters, Dying Matters’4 and will work with the DHSSPS/PHA to develop a Palliative and End of Life Care Strategy for Children in Northern Ireland.

The principles which will underpin service delivery and change include:

• Ensuring that people die with dignity, in as far as is possible, in a place of their choice;
• Ensuring that services are available that offer an alternative to hospital admission.
• Hospital services will continue to be available for patients as required.

Actions:

The Trust will achieve the above through the following services changes which we will take forward over the next three years.

• We will work with our primary care partners in General Practice through an integrated care partnership to enhance the role and quality of primary and community services in palliative care;
• We will work with the DHSSPS & PHA to develop the Palliative and End of Life Care Strategy for Children;
• We will develop systems across all Trust services that will enable us to deliver palliative and end of life care close to home.

Expected Outcomes:

By delivering the above, our population can expect to see the following outcomes:

• An improved patient experience, with a greater focus by all our staff on person centred and compassionate care;
• More people exercising choice about their end of life care;
• More people requiring palliative care will be able to receive care in the community, rather than having to be admitted to hospital;
• Improved care and support for children requiring palliative care, families and carers.

4 Living Matters, Dying Matters
Our Commitment:

The Trust is committed to:

- Ensuring that people who use our services are fully involved in the commissioning, planning, design and review of service delivery;
- Working collaboratively with external stakeholders and partners to improve health and wellbeing and reduce health and social inequalities, identifying opportunities to address the underlying causes of life inequalities across the Belfast area;
- Working in partnership with Trade Union organisations to promote staff interests and maintain a stable industrial relations climate;
- Continuing to ensure the Trust meets its statutory duties under Section 75 of the NI Act 1998 and under Section 19 and 20 of the Health and Social Care Act to consult with the people who use our services;
- Supporting leading edge research and innovation in health and social care through links with a range of partners, including Northern Ireland's academic institutions.

Actions:

Based on these principles, the key actions which we will take forward over the next three years, in partnership with community, voluntary and statutory organisations;

- **We will** focus on the priority areas of the Belfast Strategic Partnership to address life inequalities, linking these to Transforming Your Care and supporting the development of Community Planning;
- **We will** develop service partnerships, which will help drive developments in primary and community based care and treatment, to support the implementation of Transforming Your Care;
- **We will** strengthen our engagement processes, through the involvement of the people who use our services, carers and communities, MLAs, Trades Unions and Professional Associations and with other stakeholders;
- **We will** listen to local communities and continue to work in partnership with them to develop health and social care services that meet their needs;
- **We will** further develop our PPI (Patient and Public Involvement) arrangements within the Trust’s Framework for User Involvement, ‘Involving You’, and embed accountability arrangements for PPI in the Trust;
- **We will** actively pursue integrated working with primary care colleagues to deliver improved communication and better outcomes for the people who use our services;
- **We will** develop the role and function of the Trust’s Health and Social Inequalities and Partnership Forums;
• **We will** continue implementation of the Trust’s Health Inequalities and Disability Action Plans together with applying the commitments set out within the Trust’s Equality Scheme;

• **We will** continue to work in partnership with a wide range of employment initiatives in support of groups and people who are furthest away from employment. These include the long-term unemployed in locally deprived areas within Belfast, young people in care and people with a disability;

• **We will** work collaboratively with our partners in taking forward the Trust’s Corporate and Social Responsibility Strategy;

• **We will** implement a Research and Development Strategy and support original research in Northern Ireland, including the translation of research and evidence of best practice into health and social care, through collaboration with NI’s academic institutions.

**Expected Outcomes:**

By delivering the above, our population can expect to see the following outcomes:

• An engaged, empowered and healthier workforce;

• Engaged users, carers, volunteers and communities involved in co-design and co-delivery of services;

• Improved population health and wellbeing and a reduction in inequalities;

• More accessible and effective services, as a consequence of better integrated systems of care and partnership working;

• A thriving social economy delivering health and social care within local communities;

• More effective translation of research evidence into clinical governance, with an increase in the income to support research and quality of publications.
Our commitment is to ensure ‘Our People’:

• Will be supported in their roles and their development as part of a learning Organisation and to achieve and improve organisational performance;
• Will build and have the capacity and capability to enable the delivery of seamless, productive, modern and quality Health and Social care services;
• Will work in an organisation which strives to be seen and recognised as an excellent employer in the health and social care field and beyond;
• Will feel valued, recognised and rewarded for their individual and team endeavours in delivering high quality health and social care;
• Will show and demonstrate leadership, excellence and innovation through organisational and workforce development;
• Will work in an organisation that actively promotes equality of opportunity and good relations in its interactions with service users, staff, other organisations and the local community;
• Will be listened to, engaged and encouraged to participate and be involved in the key decisions within the Trust;
• Will be empowered through modern business systems to have access to more efficient Human Resource and Finance service systems and new ways of working.

Actions:

The Trust will achieve the above through the following actions we will take forward over the next three years:

• **We will** review and update our workforce strategies to address the needs and requirements necessary to enable staff to deliver the transformational change set out within the Corporate Plan and Transforming your Care;
• **We will** continue to work with a wide range of education and learning providers and agencies to ensure we offer a vibrant learning and employment environment to support our staff and the development of those who may be our future workforce;
• **We will**, as a minimum, meet our statutory responsibilities for the health, safety and wellbeing of our staff;
• **We will** support the Trust’s Strategic Reform and Quality Improvement Cost Reduction (QICR) programmes by leading effective change management, integrated workforce planning, training and continued implementation of continuous improvement programmes to review and improve service delivery;
• **We will** be an Investor in People organisation and embed the Trust’s approach of ‘Investing in Our People’ as part of delivering high quality care and improving the performance of the Trust;
• **We will** review and embed our Trust Values focusing on living and demonstrating the values
throughout the Trust and in delivering the service to our patients, clients and local community;

• **We will** establish a Leadership and Innovation Academy as a centre of excellence, resourced to stimulate and support innovation, creativity and leadership at all levels in the organisation and to facilitate excellence in service delivery and transformational change;

• **We will** create and promote an ethos of equality and fair treatment and contribute to equality and good relations through inter-agency work and community involvement;

• **We will** listen to our people through initiatives such as the staff surveys, questionnaires, focus groups which will continue to inform the development of action plans to improve health and well-being and the working lives of our staff;

• **We will** review Employee Engagement and develop and implement a model to improve engagement methods and opportunities for all Trust staff;

• **We will** review our formal Trade Union infrastructures to ensure appropriate staff representation and actively promote partnership working with Trade Unions to both promote staff interests and the interests our patients and clients and ensure a stable and productive industrial relations climate fit for purpose;

• **We will** implement the appropriate HSC Shared Service arrangements and the Human Resource Payroll and Travel System (HRPTS). These modern business systems and new ways of working for Human Resource and Finance functions are to enable and support managers and staff in carrying out their tasks more efficiently.

**Expected outcomes:**

By delivering the above our staff, patients and clients and local communities can expect to see the following outcomes:

• Excellence in service delivery through a committed, skilled workforce which is engaged and developed to deliver a high quality, seamless health and social care;

• Improved internal and external key performance indicator results as they relate to our workforce eg. absence levels, staff survey findings and staff turnover;

• Successful strategic change in service by the application of excellent human resource policies and strategies;

• An established Trust Leadership and Innovation Academy in place which has stimulated and supported research, innovation and creative approaches and solutions which have contributed to improved delivery of care and services;

• Continuity of service by having in place effective people management and industrial relations arrangements;

• A new HRPTS and Shared Services system implemented and new systems of work operating within the timeframe agreed regionally;

• Achieved external accreditation and or recognition for the Trust's People Management arrangements;

• A properly managed work environment where risks to health and safety are controlled as far as reasonably practicable.
Our Commitment:
The Trust is committed to providing services which maximise health and wellbeing outcomes, add value, are affordable, reduce health and social inequalities and are set within the Trust’s overall risk and assurance framework.

To achieve this, we need to maximise the capability of our resources, including finance information communication technology, the Trust estate and our environmental management.

Two overarching strategic financial management objectives must be met during the period of the plan:

- A 5% shift in spending from hospital services to be re-invested in primary, community and social care services across Health and Social Care (HSC) by 2014/15;
- A minimum annual improvement in efficiency across the HSC of 4%, delivered through both cash releasing savings and efficiency improvements.

Within identified resources, we will maximise the use and deployment of both current and emerging information communication technology, to support the delivery and sustainability of the Trust’s strategy.

Our capital redevelopment strategy will ensure that our infrastructure is maintained where necessary, rationalised where appropriate and developed where required, to meet the demands of service delivery and change.

The Trust will ensure that the environmental impact of its activities consistent with maintaining its responsibilities in proving high quality patient care.

Actions:
The Trust will achieve the above through the following steps which we take forward over the next three years:

- **We will** work collaboratively with our Health and Care Partners to deliver financial balance in each year of the Plan;
- **We will** aim to deliver on our Quality Improvement and Cash Releasing (QICR) Plans and, in doing so, benchmark our services in line with the top quartile of UK health and social care organisations;
- **We will** aim to deliver on our agreed contracted levels of activity for Commissioners and ensure we are appropriated funded for services delivered and new service developments established;
- **We will** have in place robust financial governance and performance management systems which will ensure probity in all we do;
- **We will**, through our IT Project Prioritisation/Implementation process, work with service teams to deliver the benefits specified in the project Business Cases by the introduction of new IT systems and processes;
• **We will** work to further deliver the Business Services Transformation Programme, including the full implementation of the Finance, Procurement, Logistics, HR, payroll and travel systems;

• **We will** progress our capital re-development strategy in line with funding agreed with the DHSSPS and HSCB;

• **We will** work in partnership to mitigate the effects of climate change on our environment, by implementing the Environmental and Sustainability policy and the Not Just Health Strategy to increase our recycling and reduce our carbon footprint and our use of energy and water.

**Expected Outcomes:**

By delivering the above, our population can expect to see the following outcomes:

• The organisation will achieve efficiency, effectiveness and equity across all our resources and look after our environment for the future;

• We will demonstrate value for money in all we do;

• We will ensure we have infrastructure that supports the demands of a 21st century health and social care provider;

• A reduction in the Trust carbon footprint.
6. Glossary

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<tr>
<th>Commissioner/HSCB</th>
<th>The Health and Social Care Board which commissions Belfast Health and Social Care Trust services</th>
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<tbody>
<tr>
<td>Ambulatory Care</td>
<td>A healthcare consultation, treatment or intervention which does not involve an inpatient stay. Ambulatory services will include minor surgical and medical procedures, dental service and the range of diagnostic services and might be undertaken within a community or hospital setting</td>
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