

## **What will Belfast Health and Social Care Trust look like in five years time?**

This booklet sets out a strategic direction for Belfast Health and Social Care Trust. It is a vision for its future excellence, offering guidance to all involved in serving the citizens of Belfast, Castlereagh and across Northern Ireland. It is a framework to support innovation and creativity for all our staff.

Belfast Health and Social Care Trust was formed in April 2007 from the merger of six Trusts. We acknowledge the fine legacy that we are building on to deliver integrated and seamless, citizen-centred health and social care.

The Belfast Way explains the purpose for which the Trust exists and its business. We say what we will do over the next three to five years to fulfil this purpose. We set out the values and behaviours we expect of each other, the rules that will govern our actions and say how we will measure progress and performance. This document informs and underpins our annual plans and service performance. It also guides the delivery of the objectives and targets set by ourselves and others. Every year we will report on what has been accomplished.

### **Our purpose**

Our purpose is to improve health and wellbeing and reduce health inequalities.

Health and wellbeing is a result of a complex and wide-ranging network of factors. People who experience material disadvantage, poor housing, lower educational attainment, insecure or no employment, or homelessness are more likely to experience poorer health and earlier death compared with the rest of the population.

Government policy is to grow an innovative and productive economy and build a fair society that promotes social inclusion, sustainable community and personal health and wellbeing. This will be done in ways that protect and enhance the environment and use resources efficiently and sustainably. Other key government priorities are to deliver modern high quality and efficient public services that meet the needs of the economy and the wider Northern Ireland society.

We will work within government policy, along with statutory and voluntary agencies, to secure the purpose of Belfast Health and Social Care Trust.

Health gain is improving but health inequalities are widening. Added to this major challenge are the ill health effects of obesity, infectious disease and climate change.

### **Our business**

In partnership with others, and by engaging with staff, we will deliver safe, improving, modern, cost-effective health and social care.

#### **A good corporate citizen**

We will practice good corporate citizenship to embrace sustainable development. That means we will use our organisational resources in ways that benefit rather than damage the social, economic and environmental conditions we live in.

#### **Safety first**

We will ensure the safety of everyone who comes in contact with our health and social care services.

#### **Modernising**

We will reorganise and modernise both the delivery of high quality

health and social care and the equipment and buildings we use.

### Services close to home

Most people with disabilities live in the community and we are committed to ensuring these citizens receive the support they need to live independent and contributing lives.

We are over-reliant on institutional settings, especially for the care of people with mental health and learning disability needs and we should bring care closer to where citizens live. Overall we will localise where possible and centralise services only where necessary.

### Listening to people

We will work in partnership with all statutory bodies, community and voluntary organisations and the citizens of Belfast to improve everyone's health and wellbeing, listening to their views and experiences. We will unite the efforts of a committed and skilled workforce to secure excellence in the services we deliver into the future.

### Our values

Our values guide our behaviour, our attitudes, the decisions we make and what we expect of one another. We have asked a range



of people what matters most as we carry out our work. Through talking and listening to people - service users, carers, staff and others, four key values have emerged:

- Respect and dignity
- Accountability
- Openness and trust
- Learning and developing

### Respect and dignity

- **We will** treat everyone with respect and dignity.
- **We will** respect the rights and choices of service users.
- **We will** put service users and carers needs at the core of service planning and delivery, and support person-centred approaches to care.
- **We will** be fair in our decisions and our actions, reflecting this in our policies and our practice.
- **We will** 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.
- **We will** recognise the contributions of staff, users, carers, the community and others.

### Accountability

- **We will** demonstrate personal and professional accountability in the provision of high quality care by competent staff in a safe environment.
- **We will** set and achieve clear standards in service delivery and care outcomes.

- **We will** contribute to and respect the formal accountability processes of the organisation.
- **We will** make the most of the financial and other resources we have through effective and efficient service planning, delivery and evaluation.

## Openness and trust

- **We will** have clear processes for two-way communication with users, staff and the public.
- **We will** be open and transparent in our decision-making and communication and in doing so build a reputation for being trustworthy.
- **We will** provide timely, accessible and appropriate information to service users to support choice.
- **We will** keep people informed.

## Learning and developing

- **We will** build the capacity of the organisation and our people through appropriate research, development and support.
- **We will** empower our people by developing and sustaining a learning culture.

## Positive outcomes

On the firm base of our organisational values, five strategic objectives have been developed. These five pillars supporting our purpose contain the positive outcomes we wish to see from our work:

- Safety and Quality
- Modernisation
- Partnerships
- Our People
- Resources

We will set annual targets for each strategic objective, incorporating these in a management plan. The results will be outlined in performance reports to the Trust's Board of Directors.

## Safety and Quality

A focus on safety, which everyone rightly expects, and continuous improvement in the quality of our services is a priority for everyone in Belfast Trust, from the Board of Directors to the teams providing care and services.

**We will** foster an open and learning culture where staff feel supported and where concerns about safety and care can be openly discussed. Training and personal development for all staff will be a cornerstone of our strategy to deliver safe, high quality care.

**We will** listen to patients and service users and work in partnership with stakeholders to ensure that lessons are learnt from their experiences.

**We will** provide care and treatment that is evidence based and audited, and will assess our performance using a range of measures that reflect outcomes.

**We will** benchmark ourselves against equivalent health and social care organisations



nationally and will adopt international best practice where properly evidenced and affordable.

**We will** continue and extend the programme of change introduced by our successful collaboration in the Safer Patients Initiative.

**We will** set as a priority the need to continually improve the ways we communicate with service users ensuring, where possible, that it is in a way they choose in order to maximise listening and partnership development – and that information about service users is recorded in a timely, accurate and secure way.

**We will** work in partnership with health care and other organisations to ensure continuity of care for patients and service users and to ensure their safety at all times.

**We will** deliver a risk management strategy that reflects international standards for health and social care.

**We will** use an external quality scheme to assure the quality and safety and accessibility of all our processes and systems and will focus on the development of reliable performance measures that take outcomes into account.

**We will** continue to assure the quality of our services, both to our Board of Directors and to external stakeholders. Risk and performance management will be integrated in our organisational governance arrangements.

## Modernisation

Our Trust is continually reviewing services in order to deliver the best possible care in the right place at the right time. We are grateful for the input from service users that has already resulted in changes.

We believe it is timely to modernise the way we deliver our health

and social care. We want to reform and renew our services so we deliver care in a faster, more flexible, less bureaucratic and more effective way to our citizens.

**We will** improve access to health and social care services.

**We will** simplify and improve arrangements for accessing our services.

**We will** provide our services locally where the standard of service can be assured, and centralise our services where it will raise the quality of what we provide.

**We will** deliver, as far as possible, our services as a single service across Belfast even when it is delivered in different locations.

**We will** network our services with other health and social care providers to provide higher quality seamless services.

**We will** make our services more responsive to our citizens.

**We will** develop strategic service and capital plans, with the support



of our users, that will best deliver health and social care into the future.

## Partnerships

Meaningful partnership working is an essential part of our work. In Belfast there are wide and unacceptable differences in health because of many factors that affect health including employment, housing, education and the environment in which people live. These differences affect particular groups in society disproportionately, for example, people with the lowest socio economic circumstances and black and minority ethnic groups. In particular, Travellers experience the worst life expectancy of any group. We have a duty to work towards improving the health and wellbeing of these groups. However, inequalities have harmful effects on the whole of society and to make a difference requires a systemic and holistic approach. It is only by working in partnership with other agencies and the community and voluntary sectors that we will successfully address inequalities. We recognise the right of all individuals to the highest attainable standard of health. We require service users and staff to be free from stigma and all types of discrimination.

**We will** engage with service users, patients, their carers and relatives, communities, voluntary groups, trade unions, politicians and other organisations providing services to the public, to improve health and wellbeing and tackle inequalities and social exclusion.

**We will** contribute to civic leadership for the common good, working with a diverse range of stakeholders, to define public problems, identify solutions and support their implementation.

**We will** demonstrate our commitment, at all levels within the organisation, to work in partnerships based on mutual trust and equal ownership, to achieve shared goals.

**We will** build individual and organisational capacity to engage in partnerships and create a culture supportive to collaboration.

**We will** listen to the wide range of service user and community viewpoints and embrace the right of users and communities to contribute to solutions to their problems.

**We will** collaborate with trade unions, community organisations and the Belfast Area Partnerships to assist long-term unemployed people into jobs and to enhance career progression for those employed by the Trust.

## Our people

Our vision is to be seen as an excellent employer within the health and social services family and beyond. Our people will feel valued, recognised and rewarded for their endeavours. They will be supported in their development - and their worth as individuals will be respected in the application of their skills in delivering on our vision and purpose.

**We will** secure and retain a high quality workforce who both understand their right to be treated as valued



individuals and their responsibility to contribute fully and positively to the organisation's aims

**We will** be an Investors in People organisation by ensuring the development of effective strategies to improve the performance of the Trust through its people. Our investment in learning and development, appraisal, induction and staff involvement and recognition will be key features of our people strategy.

**We will** improve the productivity and utilisation of our people over the next three years and beyond. This challenge will be characterised by openness, transparency, involvement, recognition and engagement with our people in modernising the services we provide for the benefit of our patients and clients while securing employability for our people.

**We will** work actively in partnership with staff organisations to both promote staff interests and the interests of our patients and clients and ensure a stable and productive industrial relations climate. We value the commitment of staff organisations to both the service and staff.

**We will** promote an ethos of equality and fair treatment of our people and use our organisation and its people as a force for good in Northern Ireland, contributing to equality and good relations through inter-agency work and community involvement.

**We will** listen to our people through initiatives such as the annual staff survey which will inform the development of action plans to help improve their working lives.

**We will** develop strategies to develop high performing teams and invest in leadership initiatives to develop leaders at all levels in the organisation to help secure transformational change. Key features will be the empowerment of individuals, encouragement to innovate and recognition of effort.

## Resources

Our financial strategy will ensure that the income we receive from Government provides services, which add value, maximise health and social wellbeing outcomes, are affordable and set within the organisation's overall risk and assurance framework. The organisation's duty of care to the public is paramount in all expenditure decisions.

We must ensure that our spending and investment decisions are sustainable to secure improved health outcomes and social wellbeing both now and in the future and at its simplest maximise outcomes, resources and efficiency

**We will** engage with the Department of Health, Social Services and Public Safety and Commissioners of services to ensure we are appropriately funded for the services we provide.

**We will** ensure our spending /investment decisions deliver sustainable improvements in health outcomes.

**We will** proactively manage our money rather than have it manage us.





**We will** strive to have the right person doing the right thing in the right place and at the right time.

**We will** implement our capital redevelopment strategy which will ensure the appropriate infrastructure for a leading edge 21st century health and social care provider.

**We will** develop robust financial governance and performance management systems which will ensure probity in all we do and support the organisation in delivering its strategic objectives on an integrated service group basis.

**We will** maximise our use of technology, releasing our professional staff to focus on adding value to the patient, client experience and improving outcomes.

**We will** continue our relentless pursuit of unnecessary costs, maximise value for money and efficiency and keep our performance in the top quartile of UK health and social care organisations.

We recognise that the effect of our activities on the environment is significant. We will do our utmost to contain the environmental impact of our activities on both a local and global scale consistent with maintaining our responsibilities in providing high quality patient care. The Trust is committed to meeting all targets, all current legislative and regulatory requirements and learning from emerging best practice. We will also address all future environmental legislation in a proactive manner.

## How decisions are made

The Board of Directors of Belfast Health and Social Care Trust is responsible for ensuring that the care and treatment provided by its staff is of the highest quality.

Executive and Non Executive Directors of the Board provide leadership of the organisation. Guided by the Minister and the Department of Health's priorities, they set the strategic direction in promoting the health and well-being of the citizens and communities of Belfast and people from other parts of Northern Ireland who use Trust's services.

They set the values and standards and ensure that the necessary financial and human resources are in place for the organisation to meet its objectives.

The Board defines strategic and corporate objectives and risks and monitors the achievement of these in the public interest. It has established a framework of prudent and effective controls to manage these risks, underpinned by core controls assurance standards.

Decisions taken by the Board are within a framework of good governance to ensure a successful organisation, which is always striving to achieve excellence in all aspects of care and treatment.

Through the involvement of users, carers and patients and through partnership with communities and the independent sector the Board ensures that its obligations are met to all the people of Belfast.

The Chief Executive is accountable to the Belfast Health and Social Care Trust Board, which consists of professional Executive Directors and lay Non-Executive Directors. The Chief Executive is the accountable officer to the Department for the performance of the organisation.

Clinical and Social Care leadership and operational management has been strengthened in the Trust to achieve the seamless integration of care and treatment across hospital and community services through five Service Groups. These are; Mental Health and Learning Disability Services, Clinical Services, Specialist Services, Older People, Medicine and Surgery Services, Social Services, Family and Childcare.

The Executive Team is the major source of advice and policy guidance to the Board of Directors. It includes Directors of Nursing, Social Work, Finance, Human Resources and Medicine who are held to account by the Chief Executive.

Our Trust is determined to make a positive difference to the lives of the people we serve.

Issued by the office of the Chief Executive, Belfast Health and Social Care Trust, Roe Centre, Knockbracken Healthcare Park, Saintfield Road, Belfast BT8 8BH Telephone 028 9096000.

[In the interest of accessibility this document can be made available in a range of alternative formats.](#)

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## The Belfast Way

A vision of sustainable excellence  
in health and social care for citizens  
2008-2013