

CORPORATE PLAN 2021/22

FINAL REPORT

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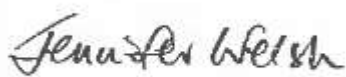
Section 1 – Setting the scene

When we wrote our Corporate Plan for 2021/22 we thought the worst of the pandemic was behind us and that we would be able to turn our full attention to reinvigorating our programme of transforming and modernising our services, developing our workforce, improving the quality of services and increasing our capacity to deliver services. Despite the reality of COVID continuing to dominate the landscape, we have made significant progress in all of these areas and have continued to deliver the services that our population expects and deserves from us. Staff have worked tirelessly and with compassion throughout this turbulent year – both those working directly with patients and clients and those behind the scenes. As an organisation, we can be extremely proud of our staff, not least for their unwavering tenacity and adaptability.

As you will see from this report, we have made significant progress in meeting our objectives. We have continued to build partnerships and integrate care, improve the outcomes for our patients and clients, use our finite resources efficiently and carefully, nurture our people and build successful teams and improve the overall health of the population to address inequalities. We have built on existing relationships with primary care, community and voluntary organisations, local councils and other statutory organisations and using these stronger relationships, we have influenced the development of the forthcoming regional integrated care system.

This report summarises our achievements and I would like to express my sincere thanks to staff for their selflessness and creativity, to the population we serve for holding us to account when things go wrong and supporting us during this difficult year and to our partners for working with us to plan, provide and improve our services.

So as we emerge from the pandemic and look forward to more settled times ahead, we will be building on this experience and these achievements. We will keep on living our values with refreshed vigour, paying attention to the development and health and wellbeing needs of our staff, as we move forward together as Team North. We will also carefully consider service development and delivery in terms of the types of services required, based on a real understanding of the health status and needs of our population - a journey of necessity that will see us continuing on the journey of partnership as we seek to build a truly integrated care system.



Chief Executive

**We provide compassionate care with our
community in our community**

Our values

Working Together

Excellence

Openness and
Honesty

Compassion

Our objectives

N

Build
Northern
Partnerships
& Integrate
Care

O

Continue to
improve
Outcomes &
experience

R

Deliver
value by
optimising
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T

Nurture
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H

Improve
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Health &
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inequalities

Section 2 – Corporate objectives

Objective 1 – We will build Northern partnerships and integrate care

Partnership is our first corporate objective, and it is at the heart of everything we do.

A major change in how health and social care is planned and managed across Northern Ireland is underway. The Future Planning Model is based on an Integrated Care System that brings together partners within the HSC and beyond. This includes partners in the voluntary and community sectors and local government, to plan, manage and deliver services based on the needs of the local population. The Northern Area Prototype, a partnership between the Trust and primary care, is forming the basis of this new regional model. This new model will focus on joined-up planning of services, involving communities in shaping direction and influencing health outcomes and strengthening partnerships, including with those beyond the HSC sector. The development of a Strategic Outcomes Framework focuses on Health population data at a Regional, Area and Locality level.

We have developed a Plan that sets out our vision, commitment and integrated approach to patient experience, personal and public involvement and co-production activities. Over the last year, we have seen our Involvement Network go from strength to strength. Members have received 66 involvement opportunities and 232 members have attended more than 13 engagement events. This has helped to shape a number of service improvements. Given the challenges faced by health and social care, we are open to new ideas and ways of working and have publicly advertised the opportunity to become a member of a new Engagement Advisory Board. Membership of the Board will reflect all the communities we serve and will work with Trust staff to ensure we are approaching our engagement in a way that meets the needs and interests of all communities, with a focus on targeting the most hard to reach groups. Recruitment for Engagement Advisory Board is nearing completion. The first meeting to agree terms of reference is to be held in May 2022.

As a Trust, we are committed to promoting equality, eliminating discrimination, building strong community relations and delivering accessible services that meet the needs of everyone living in the Northern area. Over the past year, there were a number of initiatives to support inclusiveness, promote equality and improve accessibility of services, these include;

The development of an Access to Health and Social Care Services information booklet for visitors arriving in Northern Ireland, which provides information on health and social care services and information on eligibility

A Deaf Awareness Poster was co-designed with a service user to provide guidelines for staff when in the presence of someone who is D/deaf or Hard of Hearing. Posters have been disseminated for display in all HSC facilities to remind staff of the importance of good communication.

Objective 2 – We will continue to improve outcomes and experience

We are constantly striving to improve the quality of our services, with better outcomes for those who use them, and a better experience for service users and staff.

As we come out of the COVID-19 pandemic, we want to build on the learning and innovation that emerged from that period, working with our partners locally to reform and redesign services as well as supporting the wider HSC system in the regional reform of services.

We have taken forward the development of a local Perinatal Mental Health Service; this is in line with the DoH Mental Health Action Plan and the Mental Health Strategy. Recruitment for the multidisciplinary community perinatal mental health team is underway, with a number of staff now in post. An implementation workshop took place in early May 2022 with key stakeholders in attendance, to progress development of work streams and timelines for the service.

Throughout 2021/22 the Recovery Service, which delivers the intermediate care pathways of Bed-based Rehabilitation, Home-based Rehabilitation and Reablement, experienced increased referral rates within all three pathways, while service delivery continued to be impacted by the effects of the COVID-19 pandemic. A review of bed usage is on-going with the aim of developing a community bed model, which will better meet the needs of the population. The delivery of our home-based rehabilitation and reablement models and their access criteria have been amended, in response to the Regional Framework for Intermediate Care, which is being developed.

Over the past year, we have continued to test new models of service delivery for health and social care services for women, children and families through transformation funding. Recurrent funding has been confirmed and through Renewing our Vision programme, we will begin the process of embedding new ways of working into service delivery. The aim is to enhance core services and client and patient experience, reduce waiting times for referrals and provide safe and effective care.

We have continued to develop and expand the range of services available for adults with a learning disability and complex needs to support them and their families. We have further developed the community treatments available, both to reduce preventable inpatients admissions and to support timely discharges. These services have a new focus on supporting carers, through the appointment of a Carers Lead, as well as offering a wider range of day services to enhance the quality of life to our service users.

Objective 3 – We will deliver value by optimising resources

We are committed to maximising our resources and delivering best value through evidence-based care.

Our service reforms are underpinned by a desire to ensure we are using our teams, skills and resources in the best way possible, by streamlining pathways, avoiding unnecessary hospital admissions and ensuring earlier intervention. In some areas, we will have utilised increased investment to take account of higher costs, testing new models of care, demographic growth and new technologies, or to enable the transition to more effective service models.

The design of the new mental health inpatient facility is progressing with the appointment of a Design Team in September 2021. Stage 2 design is on-going and will be complete for June 2022. The Outline Business Case (OBC) for additional medical beds has been submitted to Department of Health and SPPG for approval with extra medical bed capacity anticipated by the end of 2022/23. Work on the SOC and OBC for the Women and Children's unit is progressing.

Over the last year, we have secured investment from the Department of Health under the Invest to Save Scheme, which has supported lighting upgrades and oil to gas conversions. Year-on-year, we have reduced carbon emissions from utilities by over 200 tonnes. The Trust is continuing to work towards lowering net energy consumption by 30% by 2030, based on a 2016/17 baseline year and continue to explore new methods to reduce dependency on fossil fuels.

During January 2022, the contract for clinical waste containers was awarded which included the new design of sharps containers and burn bins. This contract will increase the use of recycled plastic within these single use containers to 80% from 1st April 2022. Within 2021/22, 1,259.5 tonnes of healthcare waste was produced across the Trust; of this 99% of the flock (processed clinical waste) was recovered and sent as fuel to a Waste from Energy plant, instead of being sent to landfill.

We have continued to support innovation and service-led initiatives through informatics solutions, including support for the;

- implementation of the nMAB Service and Post-COVID Syndrome monitoring
- development of Business Intelligence functionality such as the Community Hub App to support Community Beds monitoring
- implementation, in partnership with the HR service, of the HR EDRMS
- work with regional partners on major ICT projects such as encompass, NIPIMS and NIPACS+
- continuing roll out of additional functionality with EDT and CCG to multiple services across the Trust.

We have continued to witness a high use of telecommunication services to support service delivery, which allowed us to deliver some services remotely via video conferencing technology. Zoom has continued to be a success; during the year, the average number of meetings held per day ranged between 750 and 850.

Objective 4 – We will nurture our people, enable our talent and build our teams

The challenges of the past twelve months have shown more than ever how our people are our greatest asset.

The year 2021/22 continued to be a challenging year. Our delivery plan has been focussed on nurturing our people, enabling our talent, building our teams and the five key strategic people priorities outlined below. Our Corporate Plan was set for a 'future focused' people and culture agenda with an additional focus on recovery from the pandemic. The on-going pandemic surges have therefore remained a headwind to our progress but have not prevented progress. The strategic areas of focus this year have firstly ensured we maintain our course 'True North' to work toward our future focused people and culture plans. Secondly, they have guided us as we respond and react to the people challenges of the ongoing pandemic.

Resources were diverted to essential projects and activities to support Care Homes Resourcing, Staff Health and Wellbeing, Workforce Appeals, COVID specific training, Long-COVID support, Vaccination Programmes, A Trust-wide 'Plea for Help' programme and bespoke in-house recruitment amongst other core activities.

Health, Wellbeing and Inclusion. We will promote, support, maintain and improve the physical and psychological health and wellbeing of our staff.

During the pandemic online resources, such as the 'Are you well?' a Colleague Support Pack and i-matter were regularly updated and shared with staff. Wellbeing Appraisal was maintained during the year to provide managers the opportunity to focus on staff wellbeing. Psychological support sessions were provided to frontline teams during autumn and winter surge and we developed and delivered a virtual Reconnecting with Compassion series for managers and leaders.

We continued to face challenges in terms of COVID-19 related absence and therefore proactive and targeted support to teams and staff was prioritised. COVID-19 / Long COVID Guidance for Line Managers was developed and agreed regionally and our Occupational Health and Wellbeing Service management referral clinics continued to support staff, with 3,264 management referrals accepted.

Building capacity, capability and culture. We will develop action plans for recruitment and retention, leadership and talent development, and learning and development.

As part of our on-going commitment to leadership development we delivered our Top Leaders Programme for our senior team and have had senior leaders attend Proteus, Aspire and Acumen regional leadership development programmes, as well as participants attending the Aspiring Directors programme and a range of senior leaders attending programmes through the Chief Executives Forum.

A key focus this year has been to ensure that staff are recognised for their contribution to patient and service user wellbeing. Through our 'Northern Stars' peer recognition

programme we ensured we maintained a high profile for staff at all levels across all our functions this year.

The Trust led on the rollout of the Affina Cultural Assessment Tool. The outcome from this report has helped us understand the current baseline of our organisational culture and has informed the development and roll out of cultural development programmes this year.

Our 'TeamNORTH in Action' sessions, which are designed to focus on the organisational shared values and culture, have been delivered and the TeamNORTH Culture Framework and Toolkit has been developed. The framework has been applied within the MHLDCW Division to support the work of the Muckamore Abbey Hospital Review and is now being rolled out more broadly.

Workforce systems, performance and development. We will support the implementation of new ICT systems and ensure essential ICT skills training is offered to all staff.

The Trust continues to provide significant support to a number of regional e-Health programmes including the replacement system for HRPTS EQUIP, Encompass, a new Learning Management System and HSC Digital Services.

During 2021/22, a People and Culture performance report was developed, focusing on both qualitative and quantitative data and on activity taking place to address trends. A 'People Pulse' monthly e-bulletin on people matters has been launched.

Partnership and engagement. We will promote openness and equality, support early conflict resolution and enhance partnership working.

During the year, significant work was undertaken through the Trust's Equality Diversity and Inclusion Steering group. This included co-ordinating and widening the Trust's BAME task group, the launch of awareness sessions of the HSC Disability Equality policy and supporting materials, delivery of bespoke disability equality training for frontline staff including reasonable adjustment guidance and support and working with Rainbow NI to deliver LGBTQ+ awareness training.

We also established a new Strategic Change and Engagement forum with our Trade Union colleagues. This has further enhanced the working relationships with our recognised Trade Unions and has supplemented our excellent work through our Joint Negotiating and Consultation Forum (JNCF) and our Local Negotiating Committee (LNC).

Supporting and enabling change and innovation in and across the organisation. We will work with divisions on strategic people issues, supporting workforce planning and new ways of working.

We have continued to support the Renewing our Vision transformation programme across the Trust and successfully delivered the revised service delivery model for the Regional Nightingale. We continue to work collaboratively across our multi-disciplinary teams to implement transformation programmes successfully.

Objective 5 – We will improve population health, and address health and social care inequalities

We are committed to improving health outcomes for our whole population and addressing poorer and inequitable health outcomes for deprived communities, working in partnership with others, given the impact of wider societal issues on health outcomes.

An Integrated Care System is essential to creating a shared approach to improving population health outcomes. Our relationship with General Practice, the Community and Voluntary Sector and other partner organisations has been core to working to reduce boundaries inside the health and social care system, to improve patient experience and outcomes. By working better together within the service, we can better partner with others – both at a planning level and in the delivery of sustainable services to improve outcomes. We will continue to develop these local relationships and systems, to enable a new way of working that embeds and mainstreams co-production and partnership as part of the Future Planning Model.

The Trust has pioneered the shared approach to improving population health outcomes as the Regional Prototype for an Integrated Care Approach. Through the Northern Area Network, the close working with General Practice and other partnerships has contributed to initiatives such as; Phone First, piloting community clinics for improved uptake of COVID-19 vaccinations in deprived areas and strengthening close working with and support of Care Homes. Partnership working through co-production is becoming embedded across the Northern Area for our key priorities, with a Place Based Approach to mental wellbeing building supports for people in the places that they spend their time, schools, workplaces and the community. Underpinned by good health literacy and working with Councils, Education Authority and others, community capability around mental health is being strengthened for improved population health outcomes.

The issue of inequitable distribution of funding has been highlighted through contribution to the Regional Community Development Framework, and a tool has been developed for geographic mapping of regional investments against deprivation and access. This provides evidence of need, for a model of investment, which takes account of dispersed deprivation and rurality. The Trust has tested and evaluated models for sustainable community development and builds partnerships for enduring impact.

The following partnership working is producing outcomes across our five Population Health Improvement Priorities;

- **Obesity** – the Northern Healthy Lifestyle Partnership works with partners to establish lifestyle changes, which reduce obesity. Learning is shared on innovative programmes within communities through the Chose to Live Better programme and the Conservation and Garden programme focussed on outdoor education on nutrition
- **Diabetes** – established through close working with General Practice, the Health Coaching programme for people at high risk of diabetes has provided effective and sustainable outcomes of reduced risk of diabetes through lifestyle change

- Mental Health of children and young people – The Take 5 Framework for Schools, a partnership with Education Authority, provides accreditation for schools embracing Take 5 Steps to Wellbeing for their pupils and staff. To progress a whole schools approach, the Emotionally Healthy Schools programme provides tailored initiatives on mental wellbeing for young people across the school setting
- Frailty – building on close working between Trust and Care Homes, the population health approach is strengthened, by population health initiatives building intergenerational engagement, such as the Kindness Postbox scheme connecting schools and care homes
- End of Life – The webinar held jointly with the Integrated Care Partnership during Dying Matters Week brought conversation and information on important topics to a wide audience. Building on this, a series of videos dealing with key topics for preparing for dying and palliative care was developed jointly by Northern and North-West Compassionate Communities.

Section 3 – Publication and further Information

This document and other key Corporate Trust plans and policy documents are published on our website www.northerntrust.hscni.net.

The Trust Board meets 7 times in public per annum to discuss and take forward the business of the Trust. These meetings are open to the public. Dates and venues are published on the website and through regional and local media/press outlets.

If you have any questions or comments on Trust services or plans you can email us at equality.unit@northerntrust.hscni.net or you can write to us at:-

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Northern Health
and Social Care Trust

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