



A great
place
to live



A great
place
to work



A great place
for care and
support

Corporate Plan 2025-2028



Working together



Excellence



Openness & Honesty



Compassion

Foreword

We are delighted to introduce the South Eastern Trust's 2025 – 2028 Corporate Plan which sets out how we will continue to work hard to try and achieve our vision to be **a great place to live, a great place to work and a great place for care and support**.

Our Health and Social Care system has been under severe pressure for some time. We continue to face rising demand, as well as significant resource constraints, including workforce shortages and increasing financial pressures.

Despite these pressures, together with our incredible staff, we have maintained a relentless focus on delivering safe, effective and high quality care to the community we serve. Our previous Corporate Plans have led to a number of substantial achievements, such as the delivery of care closer to home, through the provision of Multi-disciplinary Teams in GP practices and the introduction of the Hospital at Home service. Key service developments have been successful including the delivery of the Regional Day-Procedure services at both the Lagan Valley and Downe Hospitals. There has also been major redevelopment of the Ulster Hospital site. In addition, we became the first Trust in Northern Ireland to deliver the new regional electronic care record system, encompass. We have also developed and are committed to a number of important strategies, including Quality 4 All and our People Plan.

It is clear that to ensure we can continue to deliver sustainable services for the population we serve, difficult and complex decisions will be required, right across the system. We are committed to supporting the Health Minister's plan to reset our Health and Social Care system, and to **stabilise, reform and deliver** better outcomes for our population over the next three years. We will continue to think creatively about how we deliver our services to best meet the needs of the community within the resources available to us.

As we work to provide improved outcomes, we remain focused on and committed to people: the patients we care for, the staff who deliver that care, the community we serve and the partners we work with across our health and care system. We would like to thank our staff who continue to give their all and meet the challenges we face. Their compassion and dedication inspires us on a daily basis. They are at the heart of our plan.

Our aim will be to support and empower people in our community to stay well for as long as possible. It is essential that we help people to lead healthy lives and do all that we can to reduce health inequalities within our population. We will continue to provide care closer to home, where possible, and reduce reliance on hospital care through early intervention, the development and enhancement of community services and maximising the use of digital technologies.

Recognising that health and social care services are just one aspect in achieving overall wellbeing, we are committed to working in collaboration with key partners across the whole system. Now more than ever, it is essential that we work together to bring about change. Listening to and working with our staff, the people who use our services, their families and carers is vital to ensure we deliver services that are responsive to local needs and provide the best outcomes for everyone.

Our plan is ambitious, but reflects the strategic direction set out in the Health Minister's plans and what is important to our staff and those who use our services. We look forward to working with you to deliver this vision.



Roisin Coulter
Chief Executive



Jonathan Patton
Chairman

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Our Vision

The South Eastern Trust will be a great place to live, a great place to work and a great place for care and support.

What does success look like?

A great place to live

People feel empowered and supported to look after their own health and wellbeing, live meaningful lives and stay well for as long as possible in their homes and communities.

A great place to work

A culture where people join us, stay with us, flourish, feel supported, are proud to work at our Trust, and continually give their best.

A great place for care and support

Every person has equal and timely access to safe and high quality care and support when they need it, as close to home as possible, to achieve the best health outcomes.

Values and Behaviours

We remain committed to delivering our vision supported by our core health and social care values which are at the heart of all that we do.



We work together for the best outcome for people we care for and support. We work across Health and Social Care and with other external organisations and agencies, recognising that leadership is the responsibility of all.



We commit to being the best we can be in our work, aiming to improve and develop services to achieve positive changes. We deliver safe, high-quality, compassionate care and support.



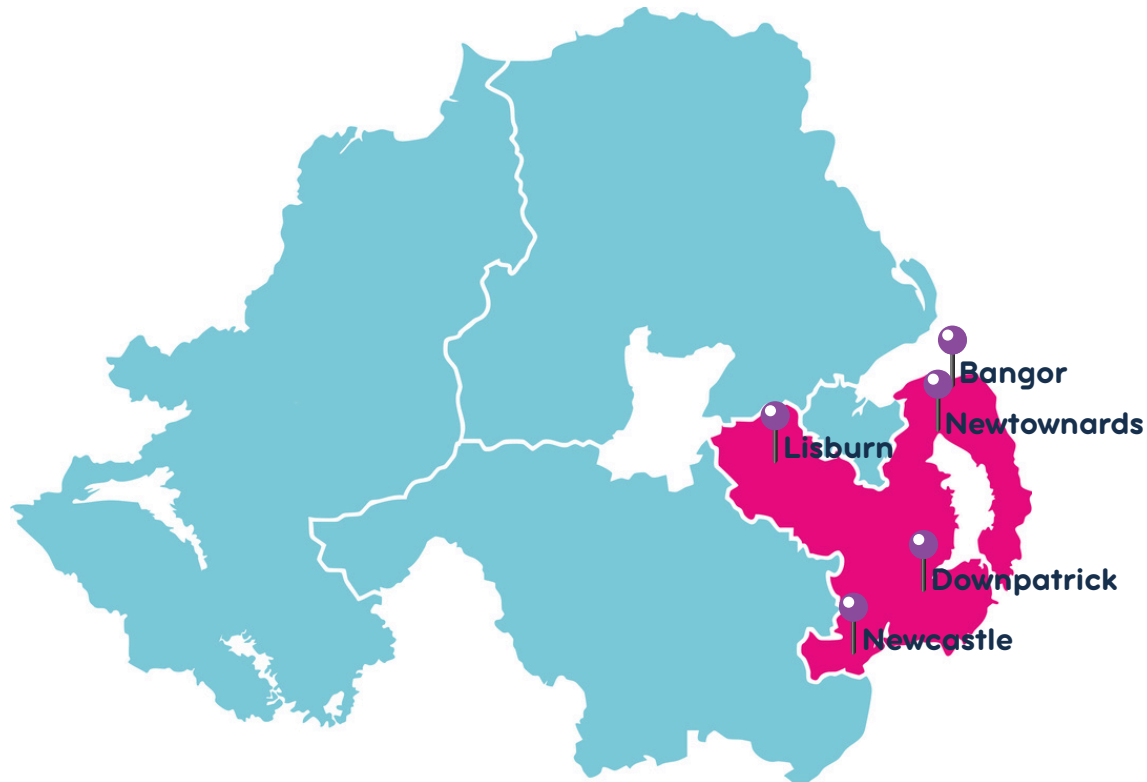
We are sensitive, caring, respectful and understanding towards those we care for and support and our colleagues. We listen carefully to others to better understand and take action to help them and ourselves.



We are open and honest with each other and act with integrity and candour.

About our Trust

The population of our Trust covers both rural and urban areas across the Council areas of Ards and North Down, Lisburn and Castlereagh and Newry, Mourne and Down. We also provide health and social care services to residents across Northern Ireland through the delivery of some regional services. We continue to work in partnership with other health and social care providers as well as the community and voluntary sector to deliver services.



367,900+

People we
provide
services to



440,000+

Population we
provide urgent and
emergency care to at
the Ulster Hospital



Council areas covered
by our Trust geography

STAFF



16,000+

Staff we employ



£1.2 billion

Annual
budget



360

Active
Volunteers



5

Hospitals



193

Trust properties

Snapshot of Trust Activity

The following reflects some examples of our Trust’s activity in a typical year (2024 – 2025).



162,019

Emergency Department
attendances



3,553

Births



37,882

Speech and
language
appointments



22,948

Dietetics
appointments



328,481

Imaging tests



84,830

Physio
appointments



13,718

Community
dental
appointments



828

Looked
after
Children



6.7m

Laboratory
tests



218,156

Community Allied
Health Professional
contacts



42,799

Non-elective
inpatients
cared for



195,150

Outpatient clinic
attendances
(new & review)



285,880

Meals served in
residential care
homes and day
centres



38,000

Surgical
procedures



96%+

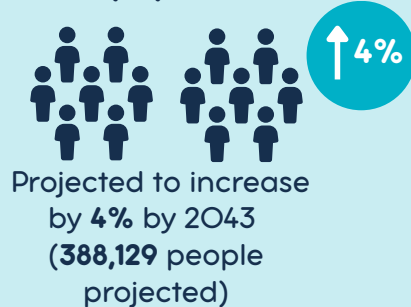
Average
satisfaction rating
from people who
use our services

Our Trust Population - Key Facts at a Glance

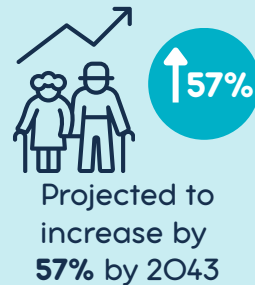
Population

Similar to the rest of the region, our Trust population is growing and the number of people aged 65 years and older is projected to increase. It is important that we adapt to meet the increasing demand and the needs of our ageing population.

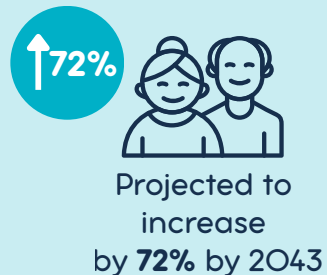
Trust population



75+ years age group



Over 65s age group



Common Risk Factors

We will continue to focus on working collaboratively with individuals, communities and partner organisations to address the factors that impact on health and wellbeing.

Adults who smoke



Overweight/obesity in adults



Overweight/obesity Year 8 children



People meeting physical activity guidelines



Deaths by suicide (per 100,000)



Deaths from alcohol related causes (per 100,000)



People who may have a mental health difficulty



Most prevalent health conditions

The following are some of the most prevalent conditions amongst adults in our Trust:

Arterial Fibrillation
(abnormal heart rhythm)



Asthma



Coronary Heart Disease



Dementia



Stroke and Transient Ischaemic Attack (mini Stroke)



Residents with multiple conditions: 20%. Rises to 80% for the elderly.

Health inequalities

Significant gaps exist between those in the most and least deprived areas of Northern Ireland, and within our Trust area with regards to health. Tackling health inequalities through partnership working is a key priority area for our Trust.

Life expectancy in the South Eastern Trust

Male
79.7
years

Female
82.7
years



Life expectancy in the most deprived areas (South Eastern Trust)

Male
75.7
years

Female
80.2
years

Strategic Context

It is important to recognise that while our growing and ageing population is something to be celebrated, it brings with it increasing demand for health and social care services.

This increasing demand, alongside additional pressures including workforce challenges and financial constraints means that our patients and service users are often waiting longer than we would want to access our services.

We must therefore continue to be innovative and flexible in the way we work, and we must work even more closely with our partners both in health and social care and in the wider community to ensure all our resources are used as effectively and efficiently as possible to meet the needs of our local population.

Alongside the challenges we face, we also have great opportunities to adopt and maximise the use of new technologies such as the implementation of the electronic health and care record for Northern Ireland (encompass). One key focus will be encouraging our citizens to use the My Care App to schedule and view their health and social care. We must embrace all the tools available to us to support us to change and improve the way we deliver services.



Growing population



Ageing population



Workforce challenges



Financial constraints



Increasing co-morbidities



New technology

Strategic Context

The priorities of our Trust are aligned to regional priorities for health and social care in Northern Ireland, which consider many of the challenges previously outlined. These are set out in key strategic documents including:



The Programme for Government (PfG) 2024 - 2027 ('Our plan, doing what matters most')

The Programme for Government outlines key priorities for health including cutting health waiting times, better support for children and young people with Special Educational Needs and the Reform and Transformation of services.



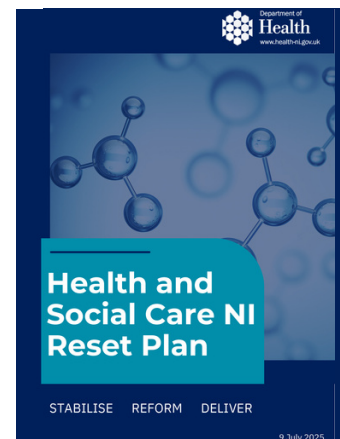
Department of Health's 'Health and Social Care NI - A Three Year Plan to: Stabilise, Reform, Deliver' (December 2024)

The Department's Plan sets out a range of actions to address the challenges facing the health and social care system under three main domains: **stabilisation, reform and delivery**.



Health and Wellbeing 2026: Delivering Together - 10 year Approach to Transforming Health and Social Care

This document sets out a commitment to tackle the issues we face in our Health and Social Care system, arising from the recommendations made by a panel led by the internationally recognised expert, Professor Rafael Bengoa.



Department of Health's Health and Social Care NI Reset Plan

This plan sets out how we will achieve the two fundamental goals of delivering the Minister's strategic vision for Health and Social Care and meeting the Programme for Government priority of reducing waiting lists within the available resources.

The Trust continues to partner and engage with others in support of additional strategies relating to health.

Our Strategic Priorities

This section sets out our commitments to you over the next three years.

Our priorities have been aligned with the Minister of Health's three central themes of **Stabilisation, Reform and Delivery**, as outlined in the Department of Health's three year plan and Reset plan.

The plan outlines the need to:



Prioritise the **stabilisation** of our existing system and critical services within the system through a focus on financial, workforce and system stability



Focus on **reform** and transformation in order to deliver long-term improvement and increase capacity to better meet the needs of our citizens



Focus on **delivery**, ensuring the overall system operates as effectively and efficiently as it can and recognising the role individuals and teams can play as part of optimising service delivery

Our Strategic Priorities



Population Health and Health Inequalities

The Trust is committed to working in partnership to maintain and improve the health and wellbeing of our community and to reducing health inequalities. Providing early help and support and empowering individuals to take more control of their health and wellbeing is vitally important to improving future health outcomes. We will work to create the conditions for individuals, families and communities to feel enabled and supported to lead healthy lives from both a physical and mental health perspective.

This priority includes working with key partners such as the people who use our services, carers, statutory agencies and the community and voluntary sector to achieve the following:

Stabilisation

- Reduce health inequalities by ensuring equitable access to services, resources and outcomes for all communities, particularly those most disadvantaged, through partnership working (for example Neighbourhood Renewal, Sure Starts, Councils and people living in prison).

Reform

- Focus on prevention and supporting and empowering people to stay well for as long as possible in their own homes and communities
- Provide early help and support to improve people's wellbeing through initiatives such as the Family Support Hub and Safe and Well (a support service for isolated and lonely older people)
- Grow our volunteering network to enhance our services and improve service user experience, whilst providing volunteers with enriching roles that build skills, confidence and improve wellbeing
- Improve the emotional health and wellbeing of all children and young people through the development of an emotional health and wellbeing hub
- Work effectively with regional partners to prevent violence against women and girls
- Work with key partners to improve support for people in transition, including people moving between children's and adult services, those with addictions and/or leaving prison.

Delivery

- Deliver services such as Stop Smoking and Diabetes Prevention Programmes to support people to have healthier lifestyles and prevent ill health
- Deliver support and guidance for people and staff in unpaid caring roles to fulfil caring responsibilities without affecting their own health and wellbeing.

Delivering Care Closer to Home

While there will always be times when admission to hospital is the right option, we are committed to enhancing the delivery of care provided outside of the hospital setting, closer to home. This will not only reduce pressure on hospital services, but will also prevent or reduce some of the associated risks of staying in hospital such as deconditioning, loss of mobility and hospital acquired infections. This will also enable us to provide more personalised, efficient and sustainable care.

Providing care in the right place, at the right time will deliver significantly improved outcomes for our local population. One of our key areas of focus is providing support and services in the community for older people and people living with frailty.

Key priorities include:

Stabilisation

- Continuing to enhance partnership working between primary, community and secondary care services, and integrating with the voluntary and community sector as key partners in service planning and delivery
- Continuing to maximise the Early Review Team to assist patients with earlier discharge from hospital
- Continuing to work closely with Care Homes to support improvement for residents, including education and training around falls, advance care planning and frailty.

Reform

- Expanding models of care within the community, such as the Hospital at Home service and intermediate care services as a better and more appropriate alternative to an emergency department for our most vulnerable citizens
- Further roll out of Multi-disciplinary Teams services in GP practices
- Providing early intervention, rehabilitation and developing alternatives to hospital admission
- Continuing to drive improvement in residential accommodation for children, with a focus on smaller, community based homes
- Improving access to services and support for children with disabilities and special education needs and their families
- Providing more mental ill-health, learning disability and dementia outreach care at home as an alternative to hospital admission
- Improving availability and accessibility of psychological support to people for both their physical and mental health.

Delivery

- Delivering investments in community and neighbourhood services to ensure people receive care as close to home as possible when they need it
- Delivering services that focus on prevention and keeping older people and people living with frailty well for as long as possible in their own homes
- Delivering improvements in the provision of timely needs-led support for children on the edge of care including continued efforts to increase numbers of foster carers.

Hospital Care

Our hospital network is an essential element of our infrastructure which delivers key services to our population when they are most in need. This includes a range of inpatient and outpatient services to provide care and treatment for both physical and mental ill-health. The current hospital model must though be developed and modernised, supported by enhanced community services so that hospital care is only used when it is necessary and beneficial to the patient.

Current waiting times for our services are not what the Trust would wish for our patients. With investment, we aim to address long waits through a focus on maximising capacity and making best use of resources to better meet need.

Key priorities include:

Stabilisation

- Continued focus on plans to maintain patient flow across Hospital and Community services for people with mental or physical ill health
- In line with changing population demographics, continue our focus on supporting people living with frailty
- Improve access within elective outpatient and procedure based services, maximising productivity and efficiency, with enhanced focus on reducing long waiting times
- Continuing our work to provide sustainable access to our services when people need them, for example urgent and emergency care and planned assessment and treatments
- Continue our work to stabilise cancer services, with a focus on early diagnosis and delivery of timely cancer treatments
- Ensure safe, sustainable delivery of regional services provided by Hospital Services teams.

Reform

- Improve the hospital pathway for older people and people living with frailty
- Modernise outpatient services to enhance efficiency, manage referral demand effectively and ensure standardisation across specialties
- Working with regional partners, strive and lead to deliver a sustainable workforce with reductions in temporary staffing demands
- Working in partnership to reform regional and vulnerable specialties such as breast assessment, Oral Maxillofacial and Plastics services
- Using new technologies and medical advancements such as the implementation of robotic assisted surgery to improve patient outcomes and enhance surgical efficiency
- Improve access to appropriate urgent or crisis care in the right place at the right time for people with learning disabilities or mental health needs through effective partnership working.

Delivery

- With additional investment from 2025/26 deliver improved hospital flow and ambulance handover times
- Reducing the number of patients who do not attend or cancel first time appointments (to a maximum of 5% of total new attendances)
- Stabilisation and improvements in cancer 31 and 62 day standards, with 14 day standard for breast being measured regionally.

Safety, Quality and Experience of Care

Through the delivery of our Quality 4 All Strategy, our Trust sets a clear and ambitious vision for embedding quality at the core of our organisational practice.

Our overall ambition is to become a learning organisation that continuously evolves by using evidence, feedback, and staff engagement to drive meaningful, sustainable improvements in care quality and service delivery.

Key priorities include:

Stabilisation

- Working to ensure that resources are used efficiently and effectively and achieving financial sustainability.

Reform

- Fostering a culture of collaboration, innovation and knowledge sharing, enabling individuals and teams to develop skills, improve performance and drive sustainable growth
- Continuing to embed digital innovation including the assessment and risk management of digital safety
- Shaping strategic policy direction in relation to safety, quality and experience of care at a regional and national level.

Delivery

- Deliver improvements to services through listening to and meaningfully involving the people who use our services, carers, staff and the public
- Continuing to embed a culture that values learning, transparency and continuous quality improvement across all services
- The provision of safe and high quality services through compliance with requirements set out in legislation, standards and guidance
- The delivery of robust safety and quality plans and Governance structures
- Continuing to learn and share lessons from Governance processes and ensuring a data approach in taking service delivery decisions
- Supporting the further roll-out and optimisation of encompass in order to maximise the benefits from the system
- Promoting the use of My Care (online patient portal) to support people to become true partners in their care
- Increased focus on performance improvement to ensure the best quality patient experience, improved outcomes and increased service delivery
- Continuing to invest in cyber security, including a focus on identifying and managing risks.

Our People

We strive to continue to make South Eastern Trust **a great place to work** where staff can flourish, feel valued, recognised and supported. As a Trust we are committed to working alongside our Trade Union partners to keep people at the heart of what we do.

In line with our People Plan, this includes:



Stabilisation

- Supporting the holistic health and wellbeing of our people in line with the Health and Social Care Health and Wellbeing Framework
- Retaining talent by supporting staff to grow, develop and feel valued in their roles throughout their careers
- Continuing our efforts to strengthen workforce stability through the recruitment and retention of substantive and bank staff.

Reform

- Embedding an open, just and learning culture where staff feel heard, valued and empowered to contribute their perspectives
- Supporting our staff through digital transformation and continuing to develop a digitally literate workforce, that is confident and motivated to use digital technology in their roles
- Empowering our managers to lead with confidence by providing the development and support needed to foster high-performing, resilient teams
- Empowering our people to use their expertise to become involved in service review and reform in order to shape our future services.

Delivery

- Promoting South Eastern Trust as a career choice in order to attract, support and retain the very best talent
- Working with Trade Unions and employers to ensure that the Trust workplace is supportive and safe
- Promoting opportunities and developing team skill-mix and new roles to enable all our people to build a rewarding and fulfilling career that meets their personal and professional needs
- Valuing the diversity in our workforce and continuing to instil an inclusive, people-centred approach to all that we do
- Strengthening our Collective Leadership skills, confidence and capabilities to nurture our leaders at all levels.

Enablers

The delivery of our priorities will be supported through a number of key enablers.

First and foremost, it is our incredible staff who create the conditions for us to provide safe, high quality and compassionate care – without them we simply could not deliver on our plan. We are extremely grateful for all that they do.

The following strategic enablers are also integral to the delivery of our priorities:

Working Together

A collaborative approach is vital to improving outcomes for our population and reducing health inequalities.

We are committed to:

- Strengthening and expanding our partnerships across the system, working with our statutory partners, community and voluntary sector and other external partners, including for example through the Integrated Care System (South Eastern Trust Area Integrated Partnership Board) and Council Community Planning Partnerships
- Listening to and involving our staff, the people and communities we serve and carers to ensure we meet the needs of our local population
- Working together with patients, our communities and our partners to support them to stay well and prevent illness
- Working collaboratively with other key providers of health and social care to ensure we use our resources in the best way possible to achieve positive outcomes for our population
- Promoting collaboration and partnership working across our teams.

Funding

It is widely recognised that we are operating in an extremely challenging financial environment, and therefore funding serves as both an enabler and a constraint to the priorities outlined in our plan. We are committed to:

- Continued development and delivery of plans to improve financial stability within our organisation and the overall system
- Continued focus on efficiency and productivity in order to maximise the resources available to us.



Enablers

Innovation

Innovation is crucial to reforming our health and social care system as it helps us to better adapt to increasing demands, improve patient care and operate more efficiently within limited budgets. We are committed to:

- The development of technology enabled care
- Creating the conditions for innovation through a focus on culture, partnerships and structure
- Fostering a culture of continuous improvement across the Trust that empowers staff to influence, shape and deliver innovations, embrace process and product innovation, new digital technologies and implement evidence-based solutions to improve patient outcomes, reduce health inequalities and enhance operational efficiency
- In terms of digital innovation, we are committed to the development of tech enabled care and supporting the further roll-out and optimisation of encompass.

Environment

Creating effective infrastructure, culture and sustainability practices is key in the delivery of high-quality, safe and efficient health and social care services. We are committed to:

- Working collaboratively to embed sustainable practices (including financial, social and environmental)
- Maintaining a relentless focus on using the resources (for example financial, estate, materials, staff) we have available to us in the most efficient way possible.

Delivering our Strategy and Measuring Success

Our Corporate Plan sets out our vision, values and priorities for the next three years.

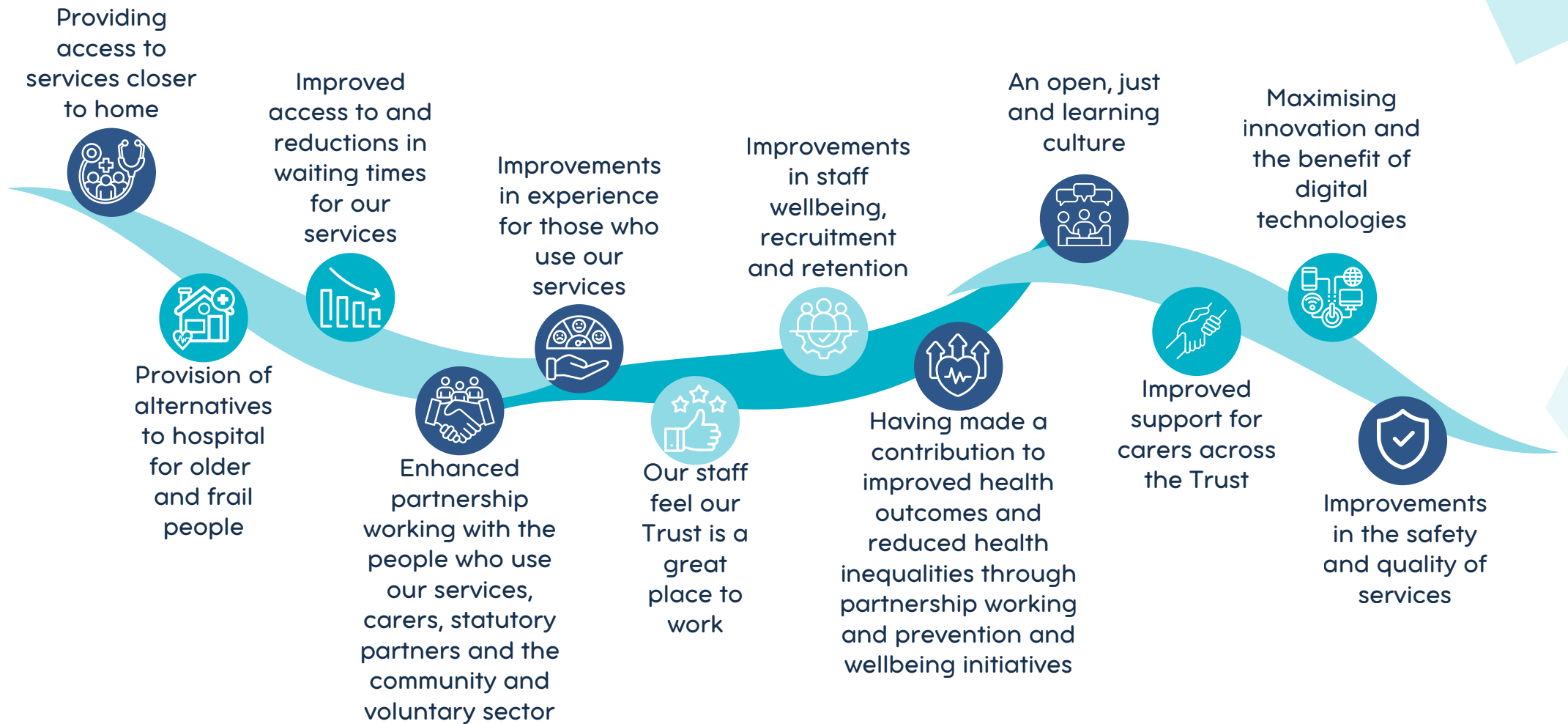
We produce annual Directorate and Service level plans which document the specific actions required to deliver our plan and ultimately our vision. We will also deliver our priorities through our supporting strategies.

Our progress against the priorities set out in our 2025–2028 Corporate Plan will be monitored through our existing accountability arrangements, governance and performance management processes.

Outcomes and progress will also be monitored through the Department of Health's new planning approach as part of the new Integrated Care System, which is outlined in a Strategic Outcomes Framework. The new approach is in its early stages and the Trust continues to work with the Department of Health to set performance management targets for the services we provide. This will establish a new accountability structure for Health and Social Care Trusts.



How will we know if we have been successful?



Our Plan – A Summary

VISION

The South Eastern Trust will be a great place to live, a great place to work and a great place for care and support



PRIORITIES



Population Health and Health Inequalities



Delivering Care Closer to Home



Hospital Care



Safety, Quality and Experience of Care



Our People

ENABLERS



Working Together



Innovation



Environment



Funding

VALUES



Working Together



Excellence



Compassion



Openness & Honesty