



South Eastern Health
and Social Care Trust

CORPORATE PLAN 2023-24



A great place to **Live**

A great place to **Work**

A great place for **Care & Support**

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Introduction

South Eastern Health and Social Care Trust has faced some of the most significant challenges in the history of health and social care over the last three years. The impact of the COVID-19 pandemic, the cost of living crisis and the continued increase in demand on our services continues to create extreme pressures and challenges right across the health and social care system in Northern Ireland.

Now is the time for us all to look to the future and renew our focus. We must use our learning from the unprecedented challenges that we have faced to rebuild our services better than before, but not necessarily the same.

In doing so, it is important to recognise the extremely challenging financial position facing the health care system and wider public sector in Northern Ireland. We must be realistic and work collectively as one system to prioritise, change and transform services in order to reduce variation and rebalance risk for our local population.

Looking ahead to 2023/24, we will work with the wider health and social care system to prioritise waiting times; we will engage with the public, elected representatives and key partners in relation to the most significant issues across health and social care; and further develop relationships with primary care and the community and voluntary sector to ensure our health service is sustainable into the future.

We will continue to implement strategies which support our key priorities. This includes, the **Population Health Strategy**, which aims to improve the health and wellbeing of our community and reduce health inequalities. Our **Quality4All** strategy sets out our vision to be a high performing, learning organisation, keeping people at the heart of all we do. All our staff are committed to providing the highest quality of care possible and we are so grateful for each and every member of our team.

We will work to implement 'encompass', powered by Epic, a new digital health and care record for every citizen in Northern Ireland; and prepare for the new Integrated Care System in 2024.

We will continue to focus on our **People Plan** to protect the health and wellbeing of our staff. They are our greatest asset and we recognise the increasing demands being placed on them. We sincerely appreciate their hard work and dedication.

We believe that those who use and deliver our services are best placed to shape them. As we navigate the year ahead, we will continue to listen to our staff and to the people who use and experience our services. We remain committed to the values of Health and Social Care which will guide how we improve our services, working together in partnership to deliver better outcomes for our patients, clients and families.

Roisin Coulter
Chief Executive

Jonathan Patton
Chairman

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About Our Trust

The South Eastern Trust provides integrated health and social care services to the communities of Ards and North Down, Lisburn and Castlereagh and Newry, Mourne and Down Council areas, serving a resident population of 364,191. This accounts for 19% of Northern Ireland's population.

In addition, Acute services at the Ulster Hospital serve a wider population, including East Belfast, of approximately 440,000 people. The Trust employs just over 11,000 staff and manages an annual budget of approximately £850m.

We work in partnership with our community to deliver services to our older people, children and families, to those living with disability, including those with mental health needs.

We put our patients, service users and families at the heart of everything we do and we have created a culture, where everyone is valued, and our priority is to ensure the provision of safe, high quality and compassionate care for those we serve.

A typical week in the South Eastern Trust

The following reflects some examples of our activity in an average week in 2022-23.

**On
average
each
week we
see:**



ED Attendances



Hospital
admissions



Daycases



Allied Health
Professional Activity



GP Out of Hours
Advice, Base & Visit



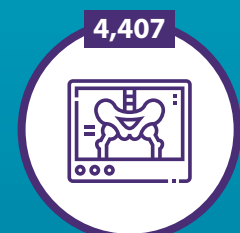
District nursing
visits



Mental Health
Assessment
Referrals



Supporting people
through short
breaks - hours



Outpatients



Family Support
hubs



Suspect cancer
referrals



Health visitor
visits



People in
Supported Living



Total number of Looked
After Children



Births

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Our Vision and Values

We remain committed to our **vision** which is that the Trust will be:

- ▶ a great place to **Live**
- ▶ a great place to **Work**
- ▶ a great place for **Care and Support**

Supported by our values of working together, excellence, openness and honesty and compassion, we will continue working in partnership with our staff, service users and carers, trade unions, partners across primary care, community and voluntary sectors and the independent sector.



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Our Priorities 2023/24

The Trust has updated its **four key priorities** for 2023/24. Underpinning each of these priorities is the overarching principle of **Working in Partnership**.



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Our Priorities 2023/24



We are committed to *working in partnership* to ensure our services are responsive to evolving need. This includes:

- ▶ Working with patients, service users, carers and families as we continue to transform our services for the future, based on feedback about the things that people feel are most important.
- ▶ Continuing to communicate with, and listen to our staff and trade union colleagues, providing opportunities at all levels for staff to shape and influence decisions that impact them and those they care for.
- ▶ Working together with Health and Social Care colleagues across the entire system to plan, commission and deliver services across all providers which lead to improved outcomes for our communities.
- ▶ Further develop and build on our valued relationships with each of our partners and stakeholders across the Trust area.
- ▶ Develop Partnership Forums with our local communities to empower people to understand how to stay safe and well, and feel better informed to make positive lifestyle changes.

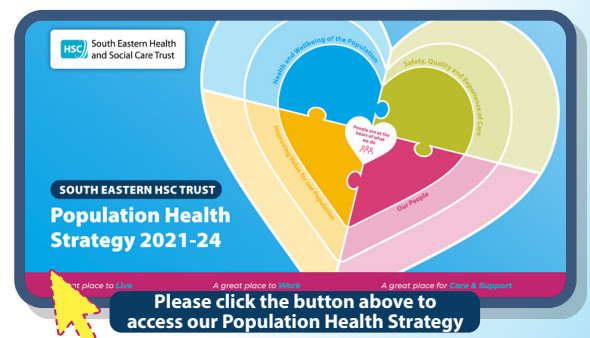
Our Priorities 2023/24



Health, Wellbeing and Addressing Inequalities

We are committed to improving the health and wellbeing of our community and to reducing health inequalities. This includes:

- ▶ Working in partnership to provide early help to enable people to lead healthy lives from both a physical and mental health perspective.
- ▶ Supporting people to make healthier lifestyle choices and improve their wellbeing with early help, particularly those most at risk of ill health.
- ▶ Providing opportunities for disadvantaged groups to improve health and wellbeing equitably.
- ▶ Empowering people, their families and carers to live safely and independently at home for as long as possible and creating a caring society that supports people throughout their lives.
- ▶ Working collaboratively with our wide range of partners to develop integrated support for our service users that will impact on their health and wellbeing, maximising the opportunity for everyone who lives in the South Eastern Trust area to enjoy a long, healthy and active life.



Our Priorities 2023/24



Timely Access to Care and Support

We are committed to providing timely access to care and support to service users most in need. This includes:

- ▶ Working closely with our local communities and Community and Voluntary sector partners to develop and improve access to care and support for service users most in need.
- ▶ Keeping our service users safe and responding to complex needs in both hospital and community settings by offering the right care, at the right time and in the right setting.
- ▶ Actively collaborating with the wider health and social care system to minimise risk and address barriers preventing service users receiving timely care and support.

Our Priorities 2023/24



Safety, Quality and Experience of Care

Over the past 10 years the Trust has been committed to embedding SQE in all that we do. Our aim is to be a high performing, learning organisation that puts people at the heart of all that we do. This includes:

- ▶ Implementing our Quality Strategy 2021-2026, with the aim of creating an improvement learning organisation by 2026.
- ▶ Improving the health and wellbeing of our population by supporting people to live healthier lives.
- ▶ Ensuring our patients and service users experience high quality, safe and compassionate care.
- ▶ Achieving the best outcomes for our community in line with evidence and best practice.
- ▶ Ensuring that resources are used efficiently and productively, minimising waste and operating within the finances allocated.
- ▶ Actively involving service users and carers in the planning, delivery and evaluation of our services.



Our Priorities 2023/24



Our People

People are at the heart of everything we do in the Trust. Working with our Trade Union partners, we strive to nurture a culture that is compassionate, where everyone is valued, and safe, high quality care for our community is delivered. This includes:

- ▶ Embedding our People Plan which sets out our ambition, pledge and commitment to everyone who works in the Trust.
- ▶ Keeping our people safe, whilst supporting their health and **wellbeing**.
- ▶ Improving how we recognise, value and develop our people to **grow**, including our staff and volunteers.
- ▶ Fostering a **leadership** culture that will be the outcome of collective actions of formal and informal leaders working together to deliver our shared purpose of safe, high quality care delivery.
- ▶ **Empowering** our people to share ideas, generate and inspire innovation and continuously improve our services.
- ▶ Creating an inclusive and compassionate culture at all levels which builds a greater sense of **belonging** that is felt by all of our people.



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Looking Ahead

This Corporate Plan sets out the Trust's priorities for 2023/24 as we emerge from the COVID -19 pandemic and continue to improve and reconfigure our services. We recognise the need to remain flexible in order to continue to respond to the changing needs of our community.

Looking forward, we will continue to work collectively with our health and social care partners to transform our services to provide the best possible outcomes for the people we serve. We want to deliver our vision of making the Trust a great place to **Live**, a great place to **Work** and a great place for **Care and Support**. We are committed to delivering the highest standard of services, designed and implemented in partnership with those who use and work within them.

We will welcome your contribution in the development of our next Corporate Plan regarding how we can continue to best meet the needs of our community going forward. If you have any comments or queries on the Trust's Corporate Plan, or if you need to access the plan in an alternative format, please contact - planning@setrust.hscni.net.