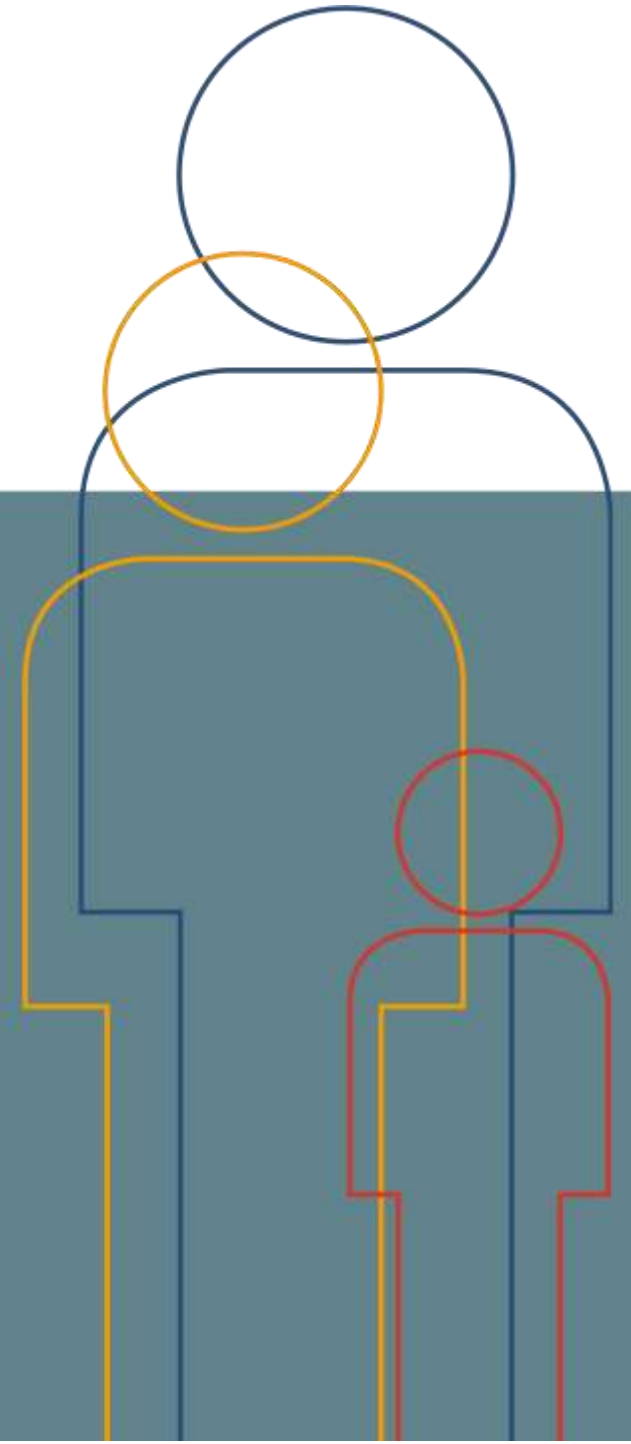


BHSCT Corporate Plan

2021-2024



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Accessibility

This document is available in other formats including Easy Read, Large Print, Braille or electronic formats. Please let us know which format would be best for you.

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INTRODUCTION

Belfast Trust is at the heart of our Community. Our people – patients, service users, carers and staff – are the centre of Belfast Trust. The dedication, resilience, innovation and flexibility of our staff enabled our services to rise to the enormous challenges to meet the needs of our community throughout the COVID-19 pandemic.

Our priorities over the 2021-24 period are to balance the ongoing needs of people and communities affected during the pandemic and address the impact on all our services, particularly elective waiting times and lists, services for children, older people and those who have mental health needs.

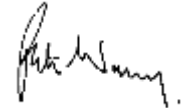
Alongside these local priorities, we will work as part of the wider HSC system to deliver on improvements in urgent and emergency care, to address waiting times for surgery and outpatient appointments and to deliver the Mental Health Action Plan. Excellent progress is being made on our major investment plans which will benefit the region, with completion of our new Women's Hospital in 2022/23 and construction beginning on our new Children's Hospital.

Across our services, the aim of 'delivering safe, effective and compassionate care' has never felt more true. We are absolutely committed to meeting the needs of our population, providing the Right Care, at the Right Time and in the Right Place.

The learning from our experiences during the pandemic will continue to inform the conversation about how we can better deliver services within our community. This learning will be reflected in our next corporate plan, the timing of which will be guided by the Department of Health commitment to align health and social care planning arrangements with Programme for Government (PfG) and the next Assembly mandate.



Cathy Jack
Chief Executive



Peter
McNaney
Chairman

ABOUT US

Supported by our values of working together, excellence, openness & honesty and compassion, we will continue working collectively with our staff, Trade Unions, partners across primary care, community and voluntary sectors and the independent sector.

As an integrated Health and Social Care Trust, Belfast Trust provides the majority of regional adult and paediatric specialist services across Northern Ireland as well as local emergency and elective services. We work in partnership with our community to deliver services to our older people, children and families, to those people with a learning disability, physical disability and mental health conditions. We are increasingly seeking to use our influence to improve the health and wellbeing of our community, with an annual budget of £1.8 billion and as an employer of over 20,000 staff.

Everything we do in Belfast Trust is about people and for people and so it is through the building of a compassionate culture, where colleagues are valued, that we will be able to create the conditions for the safest, most effective and most compassionate care.

We have a programme of work in place to proactively support and promote healthy productive teams. In our patient feedback over the last 6 months, a total of 3,316 people responded, 98.46% of whom would be likely or extremely likely to recommend Belfast Trust to their friends and family if they needed similar care or treatment.

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THE PURPOSE OF THE BHSCT CORPORATE PLAN

This three year BHSCT Corporate Plan allows us to remain agile in the planning and delivery of our services as we respond to the changing needs of our patients and service users, and whilst we start to engage with you on the development of our next Corporate Plan.

OUR VISION AND VALUES

The vision for Belfast Trust is to be the safest, most effective and compassionate organisation.



Working together



Excellence



Openness & Honesty



Compassion

HSC Values

The following reflects some examples of our activity in an average week in 2019. Activity subsequently reduced due to the Covid-19 pandemic and it is clear that activity levels will vary dependent on further surges of Covid-19.



ED Attendances
3,707 (530 daily)



Non-Elective Admissions 1,097



Day Cases 1,232



Red Flag Referrals 407



Elective Admissions 398



Outpatient Attendances
Virtual & face-to-face
10,817



Acute Care at Home Direct Activity (Face-to face/ Virtual)
279



Domiciliary Care Hours provided
41,338



District nursing visits 4,763



Health visiting visits 1,398



Allied Health Professionals activity
10,356



Regional Social Work Out of Hours Referrals 341



Births
97



GP Out of Hours interactions including home, base and telephone calls
2,117 (2019/20 financial year)



Total number of Looked after Children 824 (as of 31 March 2019)

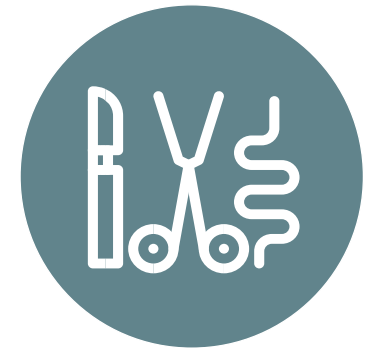
OUR PRIORITIES FOR 2021-24



New Model of Care for Older People



Urgent and Emergency Care



Time Critical Surgery



Outpatient Modernisation



Vulnerable Groups in our Population



Seeking real-time feedback from patients and staff

To ensure we provide the **Right Care** at the **Right Time** and in the **Right Place** we will be measuring and reporting on our achievements and progress against a number of key metrics:

SAFETY **EXPERIENCE** **EFFECTIVENESS** **EFFICIENCY** **TIMELINESS** **EQUITY**

PRIORITY:
**A new model
of care for
older people**

We are committed to ensuring the specific needs of older people are considered in everything we do. We are focusing on:

- Supporting older people to live at home for as long as possible. Our District Nursing teams are reviewing how they can best support older people in the community.
- Increasing our Hospital at Home team to provide more acute care at home, working closely with GPs to address the specific needs of older people within the comfort of their own environment.
- Working with our Care Homes and GP leads to avoid unnecessary hospital admission for residents by reducing falls, addressing infections and swallowing difficulties.
- Securing maximum independence for people as they come out of hospital with the right range of bed-based and home-based re-ablement and rehabilitation services.



PRIORITY: Urgent and Emergency Care

We are committed to providing timely urgent and emergency care for patients.
We are focusing on:

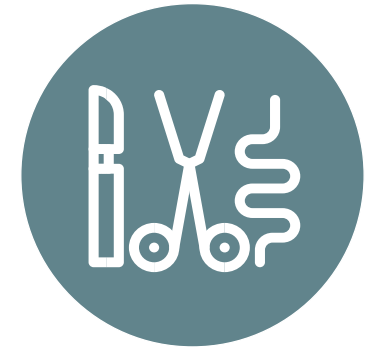
- Working closely with our GP partners to offer a range of alternatives to attendance at the Emergency Department including our Urgent Care Centre, Clinical Assessment Unit, Rapid Access Assessment and Treatment Clinics, as well as the GP Out-of-Hours service.
- Improving patient flow and discharge pathways across the system to address 4 and 12 hour waits. This includes our focus on Home for Lunch and nurse led discharge as well as assessing support needs in the patient's own home.
- Delivering timely safe discharge for patients, with discharge-to-assess and by having specific pathways for patients recovering from fracture surgery and patients with dementia or delirium.
- Partnership work with the Northern Ireland Ambulance Service to continue to improve timely patient handover.



PRIORITY: Time-critical Surgery

We recognise the impact of Covid on those who are waiting for surgery.
We are focusing on:

- Ensuring those people waiting for urgent cancer and time critical surgery are able to receive their treatment.
- Working as part of a wider health and social care system to ensure those most in need receive their surgery first.
- Maximising the use of regional facilities to continue to increase the volume of surgery undertaken, using 'green' Covid pathways, to provide an equitable service.
- Remaining flexible and agile in preparation for any future surges, protecting staff and infrastructure for the delivery of elective services as far as possible.
- Participating fully in regional plans for elective general surgical services.
- Progressing work on The Cancer Recovery Plan to ensure that the delivery of cancer services is resilient to potential future surges of COVID-19 and to the projected increase in cases of cancer.



PRIORITY: Outpatient Modernisation

We are committed to modernising our outpatient services to enable patients and service users to receive the right care in the right place at the right time.

We are focusing on:

- Delivering a good experience for virtual outpatients with telephone or video consultations.
- Offering face-to-face appointments safely when they are required.
- Taking action to reduce waiting lists/times for first outpatient appointment.
- Reducing times for outpatients waiting for a review appointment.
- Delivering improvements in specialities with longer waiting lists.



By offering patients more choice in how we deliver service, for example, via virtual consultation or drive-through phlebotomy, this will reduce the need to attend acute hospitals for blood tests and consultations and improve service user experience.

PRIORITY: Vulnerable Groups in our Population

**We are committed to improving and promoting the wellbeing of vulnerable people.
We are focusing on:**

- Addressing the 30% increase in acute mental health inpatient demand with improved discharge arrangements, including additional step-down beds to support people back into the community.
- Increasing the size of the Belfast Community Perinatal team to support mums-to-be and their Community partners and families as part of the Mental Health Strategy implementation.
- Establishing a new clinical team to offer more disability and their families timely access to intervention and support for children and young people awaiting autism.
- Working closely with the patients of Muckamore Abbey Hospital and their families and carers to address the significant safety concerns relating to their care and progress plans to secure new homes for our existing patients.
- Developing a range of supported housing facilities in the community, offering choice and independence to people with mental health conditions or a learning disability.



- Balancing our existing services to vulnerable children and their families whilst addressing emerging needs post-COVID-19 within the community.
- Reviewing our short breaks services to best meet the needs of our service users with a learning disability and their families.
- Consolidating adult safeguarding structures and processes to protect the most vulnerable people in our facilities and in the community.

PRIORITY:
Seeking real-time feedback from staff and patients

We are committed to listening to you and changing the way we work for the better. Some examples of what we are doing are:

- Continuing to gather real-time Patient Feedback from in-patients in the Trust to understand how their experience is in our care. Collecting feedback from service users receiving care in their own home, patients attending an outpatient appointment and patients attending our Emergency Departments.
- To date, the feedback received has enabled us to make changes, for example, reducing noise levels at night on wards and helping patients get a better night's sleep, offering alternative menu choices at mealtimes and enabling patients to receive more information about their treatments and medications while in hospital.
- Engaging with our staff to ensure that we are doing our best to support Happy, Healthy and Productive Teams.
- Recognise where we are doing things well and making the necessary changes to improve where things could be done better. Our priorities are only achievable because of our people and leadership.



PEOPLE AND CULTURE

We are focusing on:

- Building a culture that is safe, effective and compassionate and that facilitates an engaged workforce.
- Keeping our staff safe and helping staff realise their best possible state of wellbeing.
- Improving our staffing levels.
- Continuously communicating and listening to our staff and service users to enable us to make the Belfast Trust the best possible place to work and to receive treatment.
- Developing and supporting leaders so that they can lead staff collectively and with compassion.
- Improving how we recognise and value our staff.
- Working collaboratively with staff, partners at all levels to develop and implement locally owned programmes of work and providing visible sponsorship and leadership.



OUR COMMITMENT TO YOU

All our work is supported by a focus on:



Involvement and Partnership Working:

Everything we do is in partnership with our service users, families and carers. We try to co-produce our plans together, alongside our primary care, voluntary, community and independent partners.



Communication

Our commitment is to ensure open, transparent and timely communication



Digital delivery:

We support new ways of delivering services, training our teams virtually and extending our use of business intelligence and data analytics to seek improvement in everything we do.



Resources

We recognise that major sustained investment is required to address patient waiting times for diagnosis and treatment and ensure capacity in the health & social care system.

LOOKING AHEAD

As we emerge from the pandemic which significantly impacted on all our services and the way in which we worked, we will continue to remain agile and flexible in how we plan and deliver our services, responding to the changing needs of our population and the possibility of further COVID-19 surges.

Our next step is to develop a **new Corporate Plan** for our services in line with DoH guidance and based on wide engagement with our service users, carers, families and all our partners. We will engage widely and **publicly consult** on our new Corporate Plan and would like to hear your views.

If you have any queries or comments on this BHSCT Corporate Plan 2021-24 or if you need to access it in an alternative format, please contact planning@belfasttrust.hscni.net or telephone 028 950 48734.

