



Belfast Health and
Social Care Trust

caring supporting improving together



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Corporate Management Plan

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Our plans



This is the plan for the Belfast Health and Social Care Trust for the 3 years 2018 - 2021.

All the Health and Social Care Trusts in Northern Ireland want to:



- Improve the health of local people



- Improve the care they give to people



- Make sure services will be able to carry on into the future



- Support and improve staff who are working for us

Our Trust has agreed 4 ways that will make our services better:



1. Having skilled people to lead clinical teams



2. Making all staff think about ways to improve the quality of their work



3. Always checking that our service is high quality



4. Working in a way that doesn't waste time or money

About Belfast Trust



Our Trust is the largest in the United Kingdom.

In our health centres and hospitals, there are:

- Emergency units
- Clinics for people who come in for some treatment
- Beds for people who need to stay overnight for treatment
- Beds for people who need extra care

We have over 20,000 staff and about 400 volunteers.

We:

- Support about 7,500 people to live in their own homes
- Look after children who are at risk
- Work with community and voluntary organisations

About Belfast Trust area



There are about 350,000 people living in the Belfast Trust area.



We expect a lot more older and more younger people living in our area by 2020.



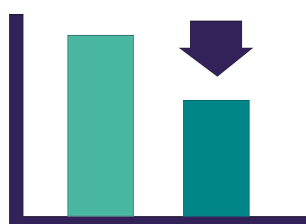
There are lots of things we can tell you about the people that live in the Belfast trust area:



- About one in every 5 people are disabled



- About one in every 8 people are carers



- On average people live slightly shorter lives in Belfast than the rest of Northern Ireland



- More children in Belfast are very overweight compared to the rest of Northern Ireland



- More people are taking their own lives in Belfast than in the rest of Northern Ireland



- A lot of new babies in Belfast have teenage mothers



- More men living in Belfast smoke than men living in the rest of Northern Ireland



- In the Belfast area, about 1 in every 5 women smoke when they are pregnant.

This is higher than the average for Northern Ireland



- A lot of adults in Belfast drink more alcohol than is safe



- About one in every 10 people are from the **Lesbian, Gay, Bi-sexual or Trans community (LGBT)**



A **lesbian** is a woman who is attracted to other women.



Gay refers to a man who is attracted to other men.



Being **bi-sexual** means you are attracted to both men and women.



The **trans community** refers to people whose gender is different from the one they were born with.

Our Vision and Values



Our Vision

We want to be one of the safest, best and most caring health and social care organisations.



Our Aim

We want to be one of the best Trusts by 2020.



Our Values

Our values show the way we work.

In everything we do we:

- ✓ Treat everyone with respect and dignity. This means:
 - We care about people who are suffering
 - Are fair to people
 - Tell people if they are working well
 - Support each other





✓ Are open and people can trust us.
This means:



- We listen to the views of other people



- We are truthful and honest. You can trust us



- We make sure that information is shared



✓ Look for new ways to do things.
This means that:



- We join with other organisations to find new ways to do things



- We share good ideas with other people



- We try to do things in the best way possible



✓ Help our staff to learn new things and new skills. This means that:



- We want our staff to be always looking at how things can be improved



✓ Being responsible

- We want our staff to be responsible for what they do



- We want all staff to learn from mistakes



- We want staff to speak up if they think that something is wrong

New ways of thinking



When we think about our future we have a lot of new ideas about how to deliver all our services.

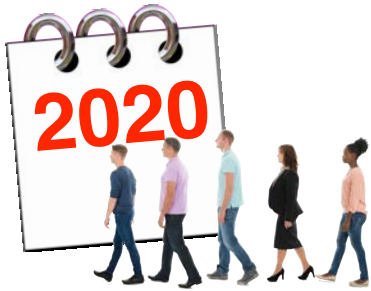


Our new way of thinking to include:

- We want to make **all** services better not just some services
- We want to make the way people live in communities better so that they have better health and wellbeing
- We will work with Local Councils to improve the health and social care of people who use our services
- We will work together with service users and carers to make our services safer and better



The challenges



There are some things that make it difficult to deliver the services in the way we want to.

By 2020 we expect:

- More people living in our area



- Many more people over age 75



- Many more children aged under 16



In Northern Ireland:

- More people have a mental health condition than the UK



There has been an increase in the number of people who want urgent care.



The number of people who need help at home has increased in one year.



Unfortunately this has led to long waiting times for some treatment.



We have been able to do more work with the money we get by finding better ways to do things.



But we need to spend money on new buildings, equipment and training if we are going to carry on improving.



Our Staff

We have been working to help our staff to be healthy and have healthy lifestyles.

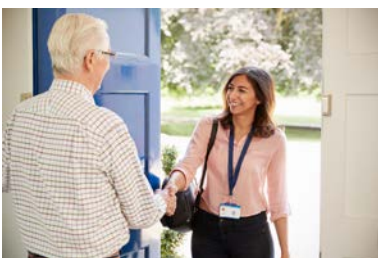


We have some difficulties in getting some staff to come and work for us, particularly:

- Specialist doctors



- Nurses



- Home care workers

Things that are Important to us



Safety, Quality and Experience



Better Services



Our Staff and Our Culture



Working with other organisations



Our money, buildings and equipment

Safety, Quality and Experience



We will work with people who use our services and their carers to always make our services safe.

We will work with everyone to make sure it is a good **experience** accessing and using our services.

This is our number 1 thing to do from 2018 - 2021.



Experience here means how it feels getting a service or treatment from the Trust.



What will we do in 2018-2021?

We will ask service users and carers what they think and how they feel about our services.



We will make our services safer.



We will ask people to make good choices themselves so that they are more healthy.



We will support people with long lasting conditions to live at home.



We will help young people who are leaving our care to get good training and a job.



We will work with other organisations to get better at keeping vulnerable adults and children safer.



What we want

We want:

- To give the right treatment at the right time in the right place with the right team
- We want to know what patients and service users think and feel about our services as they are using the service
- We want our staff to enjoy their work knowing that they are doing a great job



Better services



We will make our services better by working with service users and carers, our staff, GPs and the community and voluntary organisations.



What will we do in 2018 - 2021?

We will make support at home better so that older people and people with long term illnesses can leave hospital quicker.



We will improve the delivery of our planned services for:

- People with cancer



- People with mental health problems



We will work better with organisations to improve emergency services, out of hours services and waiting times.



We will improve the experience that people have when they use many of our services at one time.



We will improve the way that different services work together so that patients can move quickly out of hospital and back home with the right support.

Our Staff and Our Culture



Culture is the usual way we do things.

What will we do in 2018 - 2021?

We will work with managers and trade unions to improve our culture and:



- Focus on getting the best new staff from all different backgrounds
- Encourage our managers to listen and work with their staff and colleagues
- Support our staff to keep healthy and have a good mental health
- Find different ways to involve our staff and help them to speak up more





- We will set up teams of people where people with different skills can work together



- We will work with others to plan for Brexit



- We will better understand what skills we will need in the future to deliver our services



- We will tell staff when they have worked well or thought of a new way of working

Working with other organisations



The Trust will work with other organisations to find new and better ways to deliver better services.

What will we do in 2018 - 2021?



We will carry on asking local people what they want and how we could do better.



We will work with local councils to improve the health and wellbeing of local people.



We will treat people fairly. We will welcome everyone who works for us or uses our services.



We will encourage our teams to work better together.



We will make long term plans for the services that we deliver to people who live throughout Northern Ireland.

Our money, buildings and equipment



The Trust will work to make the best use of its money, buildings and equipment.

What will we do in 2018 - 2021?

We will check that we are using our money in the best way.



We will work towards building:

- A new Maternity Hospital
- A new Children's Hospital
- A new Mental Health Unit



We will work to make our technology the best it can be.



We will work to making our buildings and equipment safe and comfortable for everyone.

How will we know if we are working well?



- More people getting a good service in their local community



- People not having to wait so long for care or medical treatment



- Staff getting more involved and working better together



- Better experiences of emergency care



We will check that we are working well by:

- Asking service users and carers



- Checking the safety and quality of our services and the way we use our buildings and equipment

For more information



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