

HEALTH AND SOCIAL CARE BOARD

CORPORATE PLAN 2011/12 – 2013-14

Background

The Health and Social Care Board (Board) has a range of statutory duties and shall, as a corporate body, exercise the functions assigned to it by the Department of Health, Social Services and Public Safety, including those set out in Article 8 (1-7) of the Health and Social Care (Reform) Act (NI) 2009 and any other statutory provisions deemed by the Department to be functions of the Board, including the Governance Resources and Accounts Act (NI) 2001.

In line with the Health and Social Care (Reform) Act (NI) 2009, the Board is required to prepare and publish an annual commissioning plan setting out the health and social care services to be commissioned and the associated costs of delivery. The preparation of the plan is done in partnership with the Public Health Agency and is implemented through a series of integrated service teams. It takes full account of the financial parameters set by the Executive and DHSSPS, and is consistent with the direction and priorities set out in the Minister's Priorities for Action.

The plan takes account of financial targets and forecast limits of available resources ie.

- A statement of the significant assumptions on which the plan is based including a proposed deployment of resources across care programmes for the following period
- Details of major changes in workload, delivery of services and resources required to achieve the plan

The Board has recently approved its second annual report for the period 1 April 2010 – 31 March 2011. This report outlines the main activities of the Board and how it has performed in the preceding year.

The Commissioning Plan and Annual Report can be accessed via the HSCB website. www.hscboard.hscni.net

Introduction

Many of the Board's objectives and responsibilities for the period to 2014 are reflected in the Commissioning Plan. This Corporate Plan does not seek to duplicate the detailed objectives and activities set out in the Commissioning Plan, but rather to outline the key objectives for the organisation in addition to those associated with the Commissioning Plan, and those that will support its delivery.

As such, the Corporate Plan includes objectives that primarily relate to how the Board will seek to commission the delivery of high quality health and social care services for the population of Northern Ireland, and how it conducts its business and ensures that its organisational arrangements are fit for purpose.

Taken together with the Commissioning Plan and policies for the effective and efficient management of resources, the Corporate Plan will provide an overarching planning framework for the work of the HSCB.

Structure

The Board's Corporate Plan sets out in detail the objectives to be delivered during 2011/12, and at a high level for the years 2012/13 and 2013/14.

The Plan for the focal year 2011/12 contains some 36 objectives grouped under four themes that reflect how the Board will conduct its business and manage its resources to ensure that it commissions and supports the delivery of high quality health and social care services.

The four themes are:

1. Securing the delivery of high quality, safe and accessible health and social care services
2. Financial Management and effective use of resources
3. Work in an open and transparent manner, engaging with key stakeholders, particularly service users and carers
4. Maximise the potential of our staff and ensure effective internal systems and processes

Monitoring

Progress towards the achievement of the objectives contained in this Corporate Plan will be monitored and reported twice yearly to Senior Management Team of the HCSB and to its Board.

Corporate Objectives 2011/12

Theme 1: Securing the delivery of high quality, safe and accessible health and social care services, with a focus on prevention and reducing inequalities

Objective	Timescale	Responsibility	Progress to Sept 2011
<ul style="list-style-type: none"> • Develop Regional Commissioning Plan and five Local Commissioning Plans for 2011/12 	June 2011	DC	
<ul style="list-style-type: none"> • Ensure effective plans are in place in Trusts to deliver the Commissioning Plan 	July 2011	DC, DF, DPMSI	
<ul style="list-style-type: none"> • Establish effective structures and processes to ensure full implementation of the 2011/12 elements of the Commissioning Plan 	March 2012	DC	
<ul style="list-style-type: none"> • Ensure the achievement of all Ministerial standards and targets as set out in Priorities for Action 2011/12 	March 2012	DPMSI, DC, DF	
<ul style="list-style-type: none"> • Ensure the availability of comprehensive, timely and reliable information of Trusts' 	Ongoing	DPMSI	

<p>performance, consistent with the needs of key stakeholders</p> <ul style="list-style-type: none"> • Fully establish 17 Primary Care Partnerships (PCPs) together with appropriate support arrangements • Produce, monitor and publish analysis on Hospital Standardised Mortality Ratios • Improve information systems through effective implementation of the Regional ICT Strategy • Ensure the HSCB fulfils its statutory responsibilities to children and adults through corporate parenting and delegated statutory functions • Put in place arrangements to enable the HSCB to deliver GP medical revalidation from 2012 • Establish new contractual arrangements for pharmacy to ensure a coherent approach to the commissioning of pharmacy services 	<p>August 2011</p> <p>June 2011</p> <p>Ongoing</p> <p>Ongoing</p> <p>March 2012</p> <p>March 2012</p>	<p>DoIC</p> <p>DPMSI with PHA</p> <p>DPMSI</p> <p>DSCC</p> <p>DoIC</p> <p>DoIC</p>	
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<ul style="list-style-type: none"> • Establish new contracts for general dental services, oral surgery and orthodontics 	March 2012	DoIC	
<ul style="list-style-type: none"> • Develop draft contract for a commissioned NI optometry service to deliver efficient, high quality optometry services and to improve eye health 	March 2012	DoIC	
<ul style="list-style-type: none"> • Ensure the HSCB meets its obligations in relation to equality and human rights, and recognises and values diversity in all its functions 	Ongoing	SMT	

Theme 2: Financial Management and effective use of resources

Objective	Timescale	Responsibility	Progress to Sept 2011
<ul style="list-style-type: none"> • Ensure effective plans are in place to achieve financial breakeven across the HSC by March 2012 	March 2012	DF	
<ul style="list-style-type: none"> • Develop a programme of Value for Money audits designed to ensure the effective, efficient and economic use of resources across the HSC, and oversee the implementation of associated action plans 	March 2012	DF	
<ul style="list-style-type: none"> • Improve the financial management arrangements across the HSC by introducing enhanced monitoring and developing appropriate benchmarking arrangements 	Ongoing	DF	
<ul style="list-style-type: none"> • Liaise with DHSSPS to ensure a comprehensive capital programme that provide a sustainable infrastructure to deliver an effective health and social care system within allocated resources. 	Ongoing	DF	

<ul style="list-style-type: none"> • Take actions to ensure maximum efficiency in the use of pharmacy resources in line with the rest of the UK 	March 2012	DoIC	
<ul style="list-style-type: none"> • Develop a robust financial management framework for Family Health Services 	March 2012	DF	
<ul style="list-style-type: none"> • Monitor and take appropriate action to ensure equity of access to services for Board populations 	Ongoing	DF	

Theme 3: Work in an open and transparent manner, engaging with key stakeholders, particularly service users and carers

Objective	Timescale	Responsibility	Progress to Sept 2011
<ul style="list-style-type: none"> • Establish effective arrangements to engage on an ongoing basis with key stakeholder groups, including: <ul style="list-style-type: none"> ○ Service users and carers ○ Primary and Secondary Care clinicians ○ Professional staff groups ○ Trusts ○ DHSSPS ○ the public and elected representatives ○ Trade Unions ○ other key stakeholder groups 	Ongoing to March 2012	DC, DSCC	
<ul style="list-style-type: none"> • Develop effective ways of working with service users and carers in the design and planning of services 	Ongoing to March 2012	DSCC	
<ul style="list-style-type: none"> • Ensure effective arrangements are in place to better understand the views of service users and carers on their experience of using our services including those set out in the Patient/Client Experience standards 	Ongoing to March 2012	DSCC	

<ul style="list-style-type: none"> • Publish on a monthly basis, timely performance information across a range of key service areas • Work with the PHA and Trusts to promote community development approaches to support and sustain communities to improve their health and well-being and reduce health inequalities • Further develop the HSCB website and a range of other technologies to highlight the work of the Board to the wider public 	<p>From April 2011</p> <p>Ongoing to March 2012</p> <p>Ongoing</p>	<p>DPMSI</p> <p>DSCC</p> <p>HoCS</p>	
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Theme 4: Maximise the potential of our staff and ensure effective internal systems and processes

Objective	Timescale	Responsibility	Progress to Sept 2011
<ul style="list-style-type: none"> • Ensure the implementation of an effective performance appraisal system and staff development processes, incorporating KSF 	Ongoing	HoCS, ADHR	
<ul style="list-style-type: none"> • Ensure the full involvement and engagement of all staff in the business planning and risk management processes 	Ongoing	SMT	
<ul style="list-style-type: none"> • Provide effective leadership and clear communication channels to ensure that all staff are fully engaged with and updated on the work of the HSCB on an ongoing basis 	Ongoing	SMT	
<ul style="list-style-type: none"> • Carry out a Staff Attitude Survey and develop an action plan to address the issues highlighted 	Nov 2011	HoCS, ADHR	
<ul style="list-style-type: none"> • Encourage staff participation in healthier activities / initiatives as part of the Board's Staff Wellbeing Strategy 	Ongoing	HoCS	
<ul style="list-style-type: none"> • Work towards securing accreditation as an 	Ongoing	HoCS, ADHR	

<p>Investors in People organisation during 2011/12</p> <ul style="list-style-type: none"> • Ensure robust controls assurance are in place through the implementation of an effective overarching Governance Framework • Ensure the HSCB meets its obligations in relation to equality and human rights, and recognises and values diversity in all its functions • Establish and implement effective environmental and waste management policies, taking account of the NI Executive target of reducing greenhouse gas emissions and the NI Sustainable Development Strategy Implementation Plan for reducing water usage and waste disposal 	<p>Sept 2011</p> <p>Ongoing</p> <p>Dec 2011</p>	<p>HoCS</p> <p>SMT</p> <p>HoCS</p>	
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SMT Senior Management Team
DF Director of Finance

DC	Director of Commissioning
DSCC	Director of Social Care and Children
DPMSI	Director of Performance and Service Improvement
DoIC	Director of Integrated Care
HoCS	Head of Corporate Services
ADHR	Assistant Director of Human Resources

HIGH LEVEL CORPORATE OBJECTIVES FOR 2012/13 – 2013/14

Corporate Objectives 2012/13 – 2013/14

Theme 1: Securing the delivery of high quality, safe and accessible health and social care services

Objective	Timescale
• Develop annual Regional Commissioning Plan and five Local Commissioning Plans	June 2012 June 2013
• Ensure effective plans are in place in Trusts to deliver the annual Commissioning Plan	July 2012 July 2013
• Ensure the achievement of Ministerial standards and targets as set out in the annual Priorities for Action	March 2013 March 2014
• Ensure the HSCB fulfils its statutory responsibilities to children and adults through corporate parenting and delegated statutory functions	2012/13 2013/14

Theme 2: Financial Management and effective use of resources

Objective	Timescale
• Ensure effective plans are in place to achieve annual financial breakeven across the HSC	March 2013 March 2014
• Develop an annual programme of Value for Money audits, and oversee the implementation of associated action plans	2012/13 2013/14
• Monitor and take appropriate action to ensure equity of access to services for Board populations	2012/13 2013/14
• Liaise with DHSSPS to ensure a comprehensive capital programme that provide a sustainable infrastructure to deliver an effective health and social care system within allocated resources.	2012/13 2013/14

Theme 3: Work in an open and transparent manner, engaging with key stakeholders, particularly service users and carers

Objective	Timescale
<ul style="list-style-type: none"> • Ensure effective engagement on an ongoing basis with key stakeholder groups 	2012/13 2013/14
<ul style="list-style-type: none"> • Ensure effective working with service users and carers in the design and planning of services 	2012/13 2013/14
<ul style="list-style-type: none"> • Ensure effective arrangements are in place to secure the views of service users and carers on their experience of using our services including those set out in the Patient/Client Experience standards 	2012/13 2013/14
<ul style="list-style-type: none"> • Promote community development approaches to support communities to improve their health and well-being and reduce health inequalities 	2012/13 2013/14

Theme 4: Maximise the potential of our staff and ensure effective internal systems and processes

Objective	Timescale
• Ensure full implementation of the HR Strategy to support the development of a highly skilled and motivated workforce	2012/13 2013/14
• Securing accreditation as an Investors in People organisation	2012/13
• Ensure robust controls assurance are in place through the implementation of an effective overarching Governance Framework	2012/13 2013/14
• Ensure the HSCB meets its obligations in relation to equality and human rights, and recognises and values diversity in all its functions	2012/13 2013/14