

Corporate Plan

2012/13 – 2014/15

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Foreword

I am pleased to present the Corporate Plan for the HSC Board for the financial year 2012/13 which outlines the key actions the Board aims to achieve in the year ahead and at the same time identify those high level priorities for the period up to 2014/15. The Plan is not intended to be a comprehensive statement of every aspect of the Board's work in the coming months. There are numerous areas of 'ongoing' work not specifically identified here and which are no less important. In addition, many of the Board's responsibilities and objectives are contained within the Commissioning Plan, and this Corporate Plan does not seek to replicate these.

During 2011/12, the HSCB performed well in the face of many service and financial pressures and commissioned for the population a wide and accessible range of services from HSC Trusts and other providers. In addition, the Board also worked closely with HSC Trusts to ensure that safe, quality services are offered within acceptable waiting times to patients, and at value to the public purse.

During the year, the publication of Transforming Your Care outlined a number of recommendations for the future development of health and social care services across Northern Ireland. These recommendations form a framework which will underpin and shape the future model of care to provide safe, quality and sustainable services into the future.

The HSCB has already taken steps to facilitate the implementation of Transforming Your Care and during 2012/13 we will work closely with key stakeholders to plan how we can address the health and social care needs of a growing and ageing population and ensure that we can provide safe, effective, sustainable services that take account of new medical advances and technological developments.

2012/13 will not be without its challenges – the continued financial pressures and the ever growing demand that continues to be placed upon health and social care services. The implementation of 'Transforming Your Care' will however bridge the gap between these two realities by offering us all the opportunity to look at new ways of doing things which will improve health and social care services, outcomes and experiences for patients, clients, their families and staff.

Mr John Compton
Chief Executive

Background and Introduction

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 above statute, 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 (PHA) 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 Commissioning Plan Direction and the proposals from Transforming Your Care review.

The Plan takes account of financial targets and forecast limits of available resources i.e.

- 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.

Many of the Board's objectives and responsibilities for the period to 2014/15 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.

In taking forward key objectives during 2012/13, the HSCB will continue to ensure effective user engagement by implementing its PPI strategy, promote equality, human rights and diversity in all its functions, and fully contribute to the implementation of regional policies and initiatives including the Quality 2020 strategy.

Role and Purpose

Role

The role of the Health and Social Care Board is broadly contained in three functions:

- To arrange or 'commission' a comprehensive range of modern and effective health and social services for the 1.8 million people who live in Northern Ireland.
- To performance manage Health and Social Care Trusts that directly provide services to people to ensure that these achieve optimal quality and value for money, in line with relevant government targets.
- To effectively deploy and manage its annual funding from the Northern Ireland Executive – currently around (£3.9 billion) to ensure that this is targeted upon need and reflects the aspirations of local communities and their representatives.

Purpose

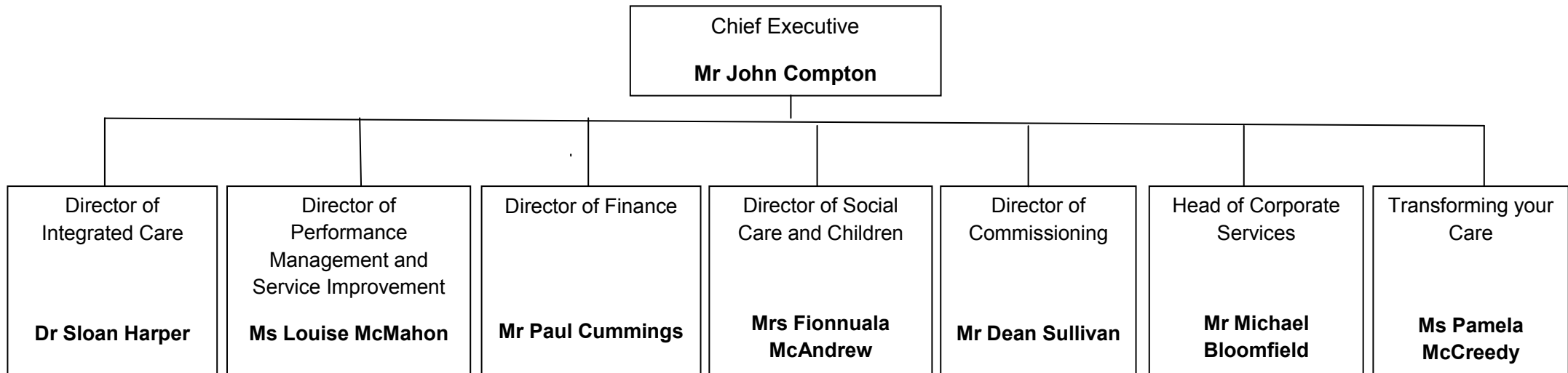
It is the responsibility of the Board in co-operation with the Public Health Agency (PHA) to:

- Assess health and social care needs and identify ways in which these needs might be met by engaging with a wide range of stakeholders including the public, patients, their relatives and carers, health and social care professionals, Trusts and other providers of health and social care.
- Ensure high quality, person centred safe effective services are equitably distributed in line with service user expectation.

- Provide leadership and direction to HSC providers by ensuring the services we commission are the subject of regular and ongoing performance appraisal and quality improvement.

Structure

Health and Social Care Board Senior Management Team



The Public Health Agency Medical Director/Director of Public Health (Dr Carolyn Harper) and Director of Nursing and AHPs (Mrs Mary Hinds) are also members of the HSCB Senior Management Team.

The Board comprises of seven Directorates;

Directorate of Commissioning - plans and arranges a wide range of high quality health and social care services to meet the needs of the population of Northern Ireland, and works with the Board's Local Commissioning Groups to develop services more locally.

Performance Management and Service Improvement (PMSI) - responsible for supporting Trusts and other provider organisations to deliver improvements for service users and carers and achieve the targets and standards for the provision of all health and social services, as set by the Minister.

Directorate of Social Care and Children – commissions social work and social care services for people with a wide ranging need for support, and to protect the interests of vulnerable children and adults.

Directorate of Integrated Care - manages and seeks to develop the services that people receive from:

- GP's
- Dentists
- Community Pharmacists or Chemists and
- Opticians

The concept of integrated care is about promoting 'joined-up' or partnership working among these important health-care practitioners to identify and deliver improved services to patients.

Directorate of Finance – provides Financial Management, Governance and Planning support for the £4bn resources utilised by the HSCB annually. It works closely with the Business Services Organisation which is responsible for all transitional processes.

Corporate Services - supports the effective organisation of the Board across a range of functions that play an important part in ensuring it delivers its core objectives, including communication and corporate governance.

Transforming Your Care (TYC) – a newly established Directorate which leads a programme of work to develop Northern Ireland’s Health and Social Care services in line with the proposals set out in “Transforming your Care’: A Review of Health and Social Care” which was published by the Minister in December 2011 and describes a future vision for services which are designed around the needs of the individual and delivered as locally as possible.

In delivering its objectives, the HSCB works closely with, and is supported by, colleagues in the Public Health Agency.

Key Themes

The Board's Corporate Plan sets out in detail the objectives to be delivered during 2012/13, and at a high level for the years 2013/14 and 2014/15.

The Plan for the focal year 2012/13 identifies the key objectives for the Board, grouped under five 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 five themes are:

1. Ensure high quality, safe and accessible health and social care services, and performance manage delivery to achieve quality outcomes
2. To improve the health and social wellbeing of the population of NI with a focus on prevention and health inequalities, promoting equality, human rights and diversity in all the HSCB's functions
3. Provide value for money through the effective use of resources ensuring robust financial management
4. Effectively engage with key stakeholders in an open and transparent manner, particularly service users and carers
5. Maintain and develop effective internal systems and processes and maximise the potential of our staff by ensuring that they are skilled, motivated and valued.

Managing Risk

The HSCB Corporate Risk Register and Assurance Framework have clear links to the Corporate Plan to ensure the HSCB Board effectively manages risk in order to meet corporate objectives.

Progress Monitoring

A bi-annual progress report on the Corporate Plan will be submitted to the Governance Committee of the Board in second and fourth financial quarters.

Corporate Objectives

Theme 1:

Ensure high quality, safe and accessible health and social care services, and performance manage delivery to achieve quality outcomes

Objective	Timescales	Director Responsible
To ensure timely and effective completion of the Commissioning Plan for 2013/14, in accordance with the Minister's stated priorities.	March 2013	Director of Commissioning
To secure a step-change improvement in A&E performance through effective support to Trusts, robust performance management and utilisation of appropriate commissioning levers including potential incentives and sanctions.	March 2013	Director of Nursing and AHPs Director PMSI Director of Commissioning
To ensure continued improvement in access to elective care services, with targeted recurrent investment in specialities, and underpinned by robust capacity and demand management.	March 2013	Director of Commissioning
To Implement the Board's role within the Regional Quality 2020 strategy	March 2013	All Directors
To ensure completion, in partnership with PHA, of a robust action plan to implement the Department's Maternity Strategy	December 2012	Director of Nursing and AHPs Director of Commissioning Medical Director
To oversee timely and effective completion of local economy Population Plans, consistent with Transforming Your Care and the Commissioning Plan.	June 2012	Director of Transforming Your Care Director of Commissioning Director of Finance

Fully establish Integrated Care Partnerships across all 5 LCG areas	March 2013	Director of Integrated Care Director of Transforming Your Care Director of Commissioning
Establish a Programme Management Framework for the TYC programme	July 2012	Director of Transforming Your Care
To develop a Strategic Implementation Plan , consolidating the implementation of each of the 5 Population Plans and to include the establishment of a range of workstreams to deliver the outcomes from TYC	July 2012	Director of Transforming Your Care
Ensure effective arrangements are in place to monitor and ensure satisfactory progress towards the achievement of standards and targets as set out in the Minister's Commissioning Plan Direction.	March 2013	DPMSI
Review and update arrangements to ensure regional learning is identified from SAIs, adverse incidents and complaints, to improve services for patients.	Sept 2012	Head of Corporate Services Director of Nursing & AHPs Director of Social Care and Children Medical Director
Publish the outcomes report of patient/client experience standards and patient stories, including associated action plans and establish effective links to enhance commissioning.	October 2012	Director of Nursing and AHP's
Introduce new integrated HSCB/PHA/Trusts arrangements for implementation and assurance of Safety Alerts and related correspondence	July 2012	Medical Director and Head of Corporate Services
Continue to ensure that effective arrangements are in place for the monitoring of delegated statutory functions and associated performance	March 2013	Director of Social Care and Children

Ensure the full implementation of the Electronic Care Record across all HSC Trusts and FP Services.	March 2013	Medical Director
Publish hospital standardised mortality rates (SMRs) comparing HSC Trusts to peers in GB	Nov 2012	Medical Director
Put in place arrangements to enable the HSCB to deliver GP medical revalidation in line with GMC recommendations and legislation.	November 2012	Director of Integrated Care
Continue to support Trusts in the delivery of improved performance and efficiency through the identification and dissemination of good practice.	Ongoing	DPMSI
Introduce new contractual arrangements for commissioned pharmacy services.	March 2013	Director of Integrated Care
Develop and introduce with PHA new arrangements to manage the entry of new drugs and implementation of NICE guidelines for medicines	March 2013	Director of Integrated Care Director of Commissioning Medical Director
Undertake a comprehensive oral health needs assessment and develop referral pathways and criteria for all hospital-based specialist dental services.	March 2013	Director of Integrated Care
Ensure effective implementation of year one elements of the Regional Strategy "Developing Eyecare Partnerships".	March 2013	Director of Integrated Care
Develop a high level Implementation Plan for the establishment of appropriate infrastructure to support the strategic service model set out in <i>Transforming Your Care</i>	October 2012	Director of Integrated Care
Agree a social care audit programme with each Trust to include at least one regional audit in 2012-13	July 2012	Director of Social Care and Children

Take forward the implementation of the Social Work Strategy in liaison with DHSSPS	March 2013	Director of Social Care and Children
Improve information systems through effective implementation of the Regional ICT Strategy	Ongoing	DPMSI

Theme 2:

To improve the health and social wellbeing of the population of NI with a focus on prevention and reducing health inequalities, promoting equality, human rights and diversity in all the HSCB's functions.

Objective	Timescales	Director Responsible
Work with the PHA to ensure that the inequalities agenda is 'mainstreamed' within routine commissioning processes to include action to address key inequalities information gaps and inequalities in access to or outcomes from health and social care services.	Ongoing to March 2013	Director of Commissioning
Introduce an enhanced cardiovascular risk factor management programme through the Triple Aim programme with the Institute for Healthcare Improvement, in defined geographic areas, working with local GPs and communities	Nov 2012	Medical Director and Director of Integrated Care
Commission a trial of a weight management service from a commercial provider, including robust evaluation of the outcomes	March 2013	Medical Director and Director of Commissioning
Support the introduction of a patient education programme for children with diabetes to reduce the risk of long-term complications and improve their quality of life	March 2013	Medical Director and Director of Commissioning
Work with the Children and Young People's Strategic Partnership to agree the strategic direction for programmes and services to enhance support to parents	Dec 2012	Director of Social Services and Medical Director
To ensure the effective establishment of new arrangements for the planning and implementation of NICE guidance.	March 2013	Director of Commissioning
To reduce sudden cardiac death, support a regional programme to train members of the public in cardiopulmonary resuscitation (CPR), building on existing arrangements	Oct 2012	Medical Director and Director of Commissioning
Pilot a new model for the delivery of primary care-based oral surgery services	March 2013	Director of Integrated Care

Develop and implement a complete NI Formulary to provide agreed guidance for all prescribers in the management of medicines.	March 2013	Director of Integrated Care
Improve access to optometric care services through the piloting of a range of models exploiting the benefits of new technologies	March 2013	Director of Integrated Care
To complete a review of the current provision of translation and interpreting services in Northern Ireland and make recommendations for the way forward.	Sept 2012	Director of Commissioning
Progress implementation of a range of strategies including Dementia Strategy; Strategy for Physical Disability/Sensory Impairment; Bamford Action Plans for Mental Health & Learning Disability 2012-2015; Community Development Strategy	March 2013	Director of Social Care and Children
Develop a broader range of indicators to monitor the delivery of quality outcomes and improved patient experience.	March 2013	DPMSI
Promote equality, human rights and diversity in all the HSCB's functions and meets its statutory obligations.	Ongoing	Head of Corporate Services

Theme 3:		
Provide value for money through the effective use of resources ensuring robust financial management		
Objective	Timescales	Director Responsible
To ensure financial stability across the wider HSC achieving financial balance by March 2013.	March 2013	Director of Finance
To further develop and implement an enhanced financial management system with a comprehensive financial plan, effective allocation management and robust financial accountability and monitoring as set out in the HSCBs Financial Framework document March 2012.	Ongoing	Director of Finance
To continue to progress the Capitation Funding agenda measuring the relative need for resources across local populations, assessing and identifying areas of inequity in access to services, resource allocation and quality of care across local populations to ensure the equitable distribution of resources.	Ongoing	Director of Finance
Following consultation, and to ensure services are prioritised towards patients with greatest clinical need, identify and take steps reduce access to elective care procedures of low clinical value.	December 2012	Director of Commissioning and Medical Director.
Establish and lead joint working arrangements between DHSSPS/HSCB/BSO to improve cost effectiveness of GDS expenditure.	June 2012	Director of Integrated Care
Increase the level of generic dispensing along with other pharmaceutical efficiency programmes to deliver £39million of efficiencies	March 2013	Director of Integrated Care
With the BSO, implement rollout of more timely pharmaceutical payments in line with European best practice	March 2013	Director of Integrated Care

Develop a new social care procurement strategy for residential and nursing homes and domiciliary care services with associated action plan.	March 2013	Director of Social Care and Children
To update the framework contract for the delivery of elective care services by the Independent Sector, maximising value for money.	October 2012	Director of Commissioning

Theme 4:

Effectively engage with key stakeholders in an open and transparent manner, particularly service users and carers

Objective	Timescales	Director Responsible
Develop an effective communications strategy which promotes a greater understanding of the role of the HSCB and LCGs.	October 2012	Head of Corporate Services
Develop a Regional Communications Strategy for TYC (including HSCB, Trusts and DHSSPS)	June 2012	Director of Transforming Your Care
To ensure effective engagement and involvement of key stakeholder groups and individuals at all stages in the commissioning process, both regionally and locally.	Ongoing	All Directors
Develop Engagement Strategy and Plan for TYC	July 2012	Director of Transforming Your Care
Complete a scoping exercise on the development of a HSC web portal – a comprehensive source of information for professionals and the public on the HSC, primary care services and disease management.	July 2012	Head of Corporate Services and Medical Director
Progress the implementation of the PPI action plan.	March 2013	Director of Social Care and Children

Theme 5:		
Maintain and develop effective internal systems and processes and maximise the potential of our staff by ensuring that they are skilled, motivated and valued.		
Objective	Timescales	Director Responsible
To develop an internal communications strategy to ensure that all staff get consistent, appropriate and necessary information in a timely manner.	October 2012	Head of Corporate Services
Fully implement the HR Strategy and work towards achieving Investors in People accreditation.	March 2013	HR Director
Maintain sound systems of internal control through the implementation of an effective Governance Framework, including Information Governance.	Ongoing	Head of Corporate Services
To successfully implement updated systems and processes for the receipt and consideration of Individual Funding Requests and Extra Contractual Referrals.		Director of Commissioning
Raise awareness and understanding of the revised Business Continuity Plan to ensure the resilience of the HSCB.	Ongoing	Head of Corporate Services
To further improve the effectiveness of existing SBA monitoring arrangements, underpinned by a robust analysis of demand and capacity, with a particular focus on non-acute services.	March 2013	Director of Commissioning
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.	Sept 2012	Head of Corporate Services
Implement the HSCB appraisal system for all staff.	Ongoing	All Directors
Implement a staff development programme to meet the identified development needs of all staff.	Ongoing	All Directors
Work with PHA and BSO on the development and implementation of an action plan to improve the health and well-being of all staff.	March 2013	All Directors

Continue to improve the scope, timeliness and accuracy of the HSCB's management information capability.	Ongoing	DPMSI
Implement the recommendations and targets of the PSS Training Strategy for internal and external staff.	March 2013	Director of Social Care and Children

High Level Corporate Objectives

2013/14 – 2014/15

Theme 1

Ensure high quality, safe and accessible health and social care services, and performance manage delivery to achieve quality outcomes

Continue to implement the recommendations in 'Transforming Your Care' in conjunction with Integrated Care Partnerships through the development and implementation of local economy Population Plans.

Develop an annual Regional Commissioning Plan and Local Commissioning Group Commissioning Plans in accordance with the Minister's stated priorities.

Ensure the achievement of Ministerial standards and targets as set out in the annual Commissioning Direction

Ensure the HSCB fulfils its statutory responsibilities to children and adults through corporate parenting and delegated statutory functions

Theme 2

To improve the health and social wellbeing of the population of NI with a focus on prevention and reducing health inequalities

Continue to ensure that the inequalities agenda is 'mainstreamed' within routine commissioning processes to include action to address key inequalities information gaps and inequalities in access to or outcomes from health and social care services.

Promote community development approaches to support communities that will improve their health and wellbeing.

Promote equality, human rights and diversity in all the HSCB's functions and meets its statutory obligations.

Theme 3

Provide value for money through the effective use of resources ensuring robust financial management

Ensure effective plans are in place to achieve annual financial breakeven across the HSC

Develop an annual programme of Value for Money audits, and oversee the implementation of associated action plans

Continue to progress the Capitation Funding agenda and take appropriate action to ensure equity of access to services for Board populations

Continue to ensure services are prioritised towards patients with greatest clinical need.

Theme 4

Effectively engage with key stakeholders in an open and transparent manner, particularly service users and carers.

To ensure effective engagement and involvement of key stakeholder groups and individuals at all stages in the commissioning process, both regionally and locally

Promote a greater understanding of the role of the HSCB and LCGs through the implementation of an effective communications strategy.

Theme 5

Maintain and develop effective internal systems and processes and maximise the potential of our staff by ensuring that they are skilled, motivated and valued.

Ensure full implementation of the HR Strategy to support the development of a highly skilled and motivated workforce

Ensure robust controls are in place through the implementation of an effective overarching Governance Framework

Fully implement the HR Strategy and secure Investors in People accreditation.