



Health and Social
Care Board

CORPORATE PLAN

2019/20

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Foreword

Health and Social Care in Northern Ireland continues to face significant challenges. We have a growing and older population which is a positive celebration of the success of our health and social care system. However, this combined with advances in medicine and technology, increased expectations and finite resources, is placing significantly rising demands on health and social care services, and on the resources allocated to them.

The Health and Social Care Board (HSCB) is accountable to the Health Minister and for working with HSC Trusts, Primary Care and other stakeholders to translate the Minister's vision for health and social care into a range of services that deliver high quality and safe outcomes for users, good value for the taxpayer and compliance with statutory obligations. The Department advised of an additional Theme "Delivering Together Transformational Activity" which was included in the 2018/19 Plan and, in the ongoing absence of a Minister, the six Themes will continue as the key objectives for the 2019/20 year.

2019/2020 will be another year of change for our staff in the Board as we continue to progress the process to transition the Board's functions into the new arrangements outlined by the Department. I remain committed to working with the Department and other partner organisations in taking this work forward within the project structures which have been established, and recognise the importance during this time of change of ensuring that our staff are appropriately supported and enabled to adapt to developing new structures. Design Groups have been mobilised, jointly chaired by HSCB and DoH Directors, to bring forward proposals on how each key functional area will operate in the new arrangements. The DoH Oversight Board, of which I am a member, provides strategic oversight and leadership to the project. .

It is important to acknowledge the wider political scene, with an unchanged local political position as well as the UK withdrawal from the EU, as this will make for further challenges in 2019/20. In this context, we will need to keep our objectives under review during the year to ensure that we deliver on our key priorities, support the transformation agenda and maintain business continuity as we continue to drive forward better outcomes for patients and service users and provide a sustainable model of care. The exercise being led by the Department to identify the risks associated with the work of the HSCB during the transition period will be helpful in this regard.

The HSCB continues to work with the Department and the rest of the HSC to ensure the effective implementation of the 96 recommendations from the Report of the Inquiry into Hyponatraemia-related deaths. Nine work streams have been set up by DoH to examine themed groups of recommendations and HSCB staff are represented on each group. The HSCB also continues to co-operate fully with the Independent Neurology Inquiry and Infected Blood Inquiries which were both established during 2018/19.

Mrs Valerie Watts
Chief Executive

Background and Introduction

The Corporate Plan for the year 2019/20 outlines the key objectives the Board aims to achieve in the year ahead. The Plan is not intended to be a comprehensive statement of every aspect of the Board's work in the coming year - there are numerous areas of 'on-going' work not specifically identified in this Plan and which are no less important.

Many of the Board's objectives and responsibilities will be 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 and priorities for the organisation in addition to those associated with the Commissioning Plan, and those that will support its delivery.

This Plan is being developed during a period of significant reform in Health and Social Care (HSC), and at a time of change in HSC structures, in particular the planned closure of the Board, and the eventual transfer of Board functions to either the Public Health Agency (PHA) or Department of Health, effected through a host organisation arrangement with the Business Services Organisation (BSO).

At such a time of change it is important that we have clarity on the key priorities for 2019/20 and that appropriate resources are directed to deliver these.

A top priority for the Board will be to continue to support implementation of '*Health and Wellbeing 2026: Delivering Together*' under the direction of the Transformation Implementation Group. Board staff have played a significant role in the various workstreams put in place as part of the transformation agenda, and will continue to do so over the coming year.

In taking forward key objectives during 2019/20, the HSCB will continue to ensure effective co-production and user engagement by implementing our PPI strategy and continue to promote equality, diversity and Human Rights in all our functions.

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 the second and fourth quarters of the year.

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 manage performance of Health and Social Care Trusts that directly provide services to people to ensure that these achieve best 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 £5bn 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, individual 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.
- Work closely with provider organisations, service users and other stakeholders to ensure the services we commission are the subject of regular and ongoing performance appraisal and quality improvement.

HSCB Values

The following core values were developed in 2014/15 for the HSCB following extensive engagement with staff, and they remain appropriate today. We are committed to ensuring these values are reflected in how we do our business and should shape the culture of the organisation.

We value Patients and Clients – by promoting the delivery of high quality services that improve health and well-being outcomes

We value the views of the public we serve – by engaging fully with service users and ensuring their views are considered in order to improve services to them

We value the role of service providers - by working collaboratively with all providers to optimise their impact on improving the health and well-being of the population

We value our staff - by recognising and further developing their contribution, ensuring they are respected, skilled and motivated individually and collectively to contribute to the objectives of the Board

We value effective governance - by promoting best practice in clinical, social care, financial and corporate governance

We value the seven principles of public service - Selflessness; Accountability; Leadership; Integrity; Openness; Objectivity; Honesty

Membership of Health and Social Care Board

The Board of the Health and Social Care Board is made up of a Non-Executive Chair, seven Non-Executive Directors, of which one post is currently vacant, and five Executive Directors, including the Chief Executive.

The Chief Executive is directly accountable to the Chair and Non-Executive Directors for ensuring that Board decisions are implemented, that the organisation works effectively in accordance with government policy and public service values, and for the maintenance of proper financial stewardship.

Executive Directors are senior members of the HSCB's full time staff who have been appointed to lead each of the Board's major functions.

The Non-Executive Chair is responsible for leading the Board and for ensuring that it successfully discharges its overall responsibility for the organisation as a whole. The Chair is accountable to the Minister for Health.

Non-Executive Directors are appointed by the Health Minister in accordance with the Code of Practice issued by the Commissioner for Public Appointments for Northern Ireland. The Non-Executive Directors are independent and reflect wider outside and community interests in the decision making of the Board.

The Board currently comprising of the following Directors:

Non- Executive Directors

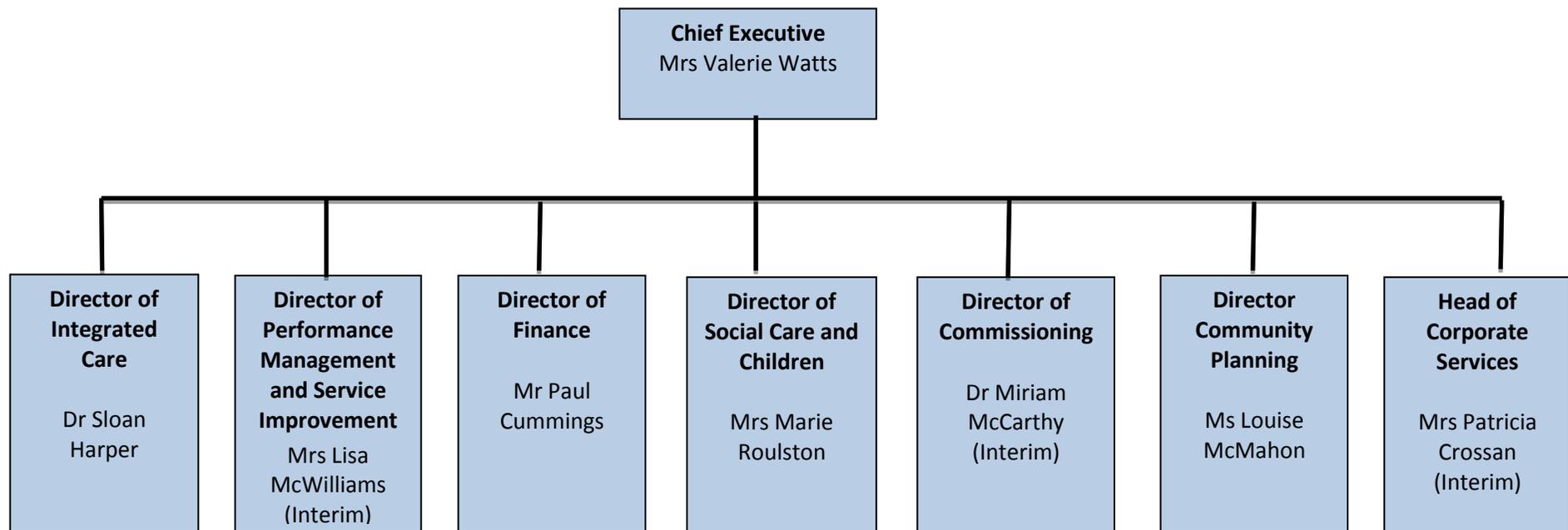
- Dr Ian Clements (Chairman)
- Mr Robert Gilmore
- Mr Stephen Leach
- Dr Melissa McCullough
- Mr Brendan McKeever
- Mr John Mone
- Mrs Stephanie Lowry

Executive Directors

- Mrs Valerie Watts
- Mrs Marie Roulston
- Mrs Lisa McWilliams (Interim)
- Mr Paul Cummings
- Dr Miriam McCarthy (Interim)

A number of officers from the Board's Senior Management Team (SMT) also attend Board meetings. Details of the Board's SMT are detailed in the flowchart overleaf.

Health and Social Care Board Senior Management Team



The Public Health Agency Medical Director/Director of Public Health (Dr Adrian Mairs (Acting)) and Director of Nursing and AHPs (Mrs Mary Hinds) and the BSO Director of Human Resources (Ms Karen Hargan) are also members of the HSCB Senior Management Team.

The Health and Social Care Board comprises seven Directorates and the function of e-Health and External Collaboration:

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.

SOCIAL CARE AND CHILDREN – commissions social work and social care services for people with a wide ranging need for support, and the protection of children and adults at risk and promotion of their rights. The Directorate is also responsible for monitoring and having oversight of the Delegated Statutory Functions.

INTEGRATED CARE - manages and seeks to develop the services that people receive from:

- GPs
- 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. This Directorate also provides support for the Integrated Care Partnerships which are collaborative networks of care providers, bringing together healthcare professionals (including doctors, nurses, pharmacists, social workers, and hospital specialists); the voluntary and community sectors; local council representatives; and service users and carers, to design and coordinate local health and social care services

FINANCE – provides Financial Management, Governance and Planning support for the approximately £5bn resources utilised by the HSCB annually. It works closely with the Business Services Organisation which is responsible for all transactional processes.

PERFORMANCE MANAGEMENT AND SERVICE IMPROVEMENT- supports Trusts and other provider organisations to deliver improvements for service users, carers and staff and achieve the targets and standards for the provision of all health and social services, as set by the Minister.

CORPORATE SERVICES – supports the effective organisation of the HSCB across a range of functions that play an important part in ensuring it delivers its core objectives, including communication and corporate governance.

COMMUNITY PLANNING – ensures that the HSCB engages in Community Planning according to the obligations placed on the HSCB in the Local Government Act (NI) 2014.

E-HEALTH AND EXTERNAL COLLABORATION – commissions eHealth and Care technology and information developments to empower the delivery and transformation of health and care and wellbeing services, including the coordination of eHealth activities across HSC organisations and with external suppliers on ICT service delivery, and with the European Commission on supporting best practice and innovation adoption.

The DoH has recently appointed a Chief Digital Information Officer (CDIO) who will be responsible for setting the strategic vision for digital transformation and creating a single point of regional leadership for digital health and care across the HSC. It is the intention that the CDIO will assume responsibility for the eHealth & External Collaboration function and outputs. During 2019/20 the necessary arrangements to enable this will be explored and implemented.

WORKING WITH THE PUBLIC HEALTH AGENCY - 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 the key objectives for the Board grouped under six 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 six themes are:

THEME 1: Ensure high quality, safe, accessible and integrated health and social care services, and performance manage delivery to achieve quality outcomes.

THEME 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.

THEME 3: Provide value for money through the effective use of resources ensuring robust financial management.

THEME 4: Effectively working in partnership with key stakeholders in an open and transparent manner, particularly with those who are representative of the lived and learned experience of services, sharing decision making and benefiting from their personal experiences to identify and drive improvements in outcomes

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.

THEME 6: Delivering Together Transformational Activity

Theme 1

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

THEME 1:**Ensure high quality, safe, accessible and integrated health and social care services, and performance manage delivery to achieve quality outcomes**

Objective		Timescales	Director responsible
1.1	To prepare in accordance with requirements of DoH Commissioning Plan Direction, the 2019/20 Commissioning Plan.	August 2019	Director of Commissioning
1.2	To ensure the effective planning and delivery of unscheduled care services, through regional and local networks, with a particular focus in 2019/20 on: <ul style="list-style-type: none"> • Primary and community care based services to support people at home and reduce the need for them to have to travel to hospital, • Ambulatory care services to reduce the need for hospital admissions, • Hospital flow and discharge arrangements including actions to facilitate timely discharge and the development of a Discharge to Assess framework and improving NIAS handover times. 	Ongoing	Director of Commissioning
1.3	To ensure the effective planning and delivery of scheduled care services, taking forward the implementation of the Minister's action plan, with a particular focus in 2019/20 in relation to: <ul style="list-style-type: none"> • The development of Primary Care initiatives • Interface between Primary and Secondary Care • Secondary Care, including no routine review and supporting the establishment of Elective Care Centres. 	Ongoing	Interim Director of Performance Management and Service Improvement
1.4	HSCB to provide adequate resources to support sustainable ICP teams and backfill for partnership members. Support the work of the regional ICP Transition Leadership Group and seek SMT approval for its recommendations.	Ongoing	Director of Integrated Care
1.5	To take forward the agreed key tasks within the Regional Quality 2020 strategy.	Ongoing	Director of Public Health Director of Nursing and AHPs

THEME 1:**Ensure high quality, safe, accessible and integrated health and social care services, and performance manage delivery to achieve quality outcomes**

	Objective	Timescales	Director responsible
			Director of Social Care and Children's
1.6	To work with the Department of Health, PHA and wider HSC in taking forward and ensuring the full implementation of recommendations from the Report from the Inquiry into Hyponatraemia-related Deaths.	Ongoing	All Directors
1.7	To work with PHA to ensure the effective planning and implementation of agreed nurse to patient ratios in accordance with Departmental timescales and available resource. (Delivering Care).	Ongoing	Director of Commissioning Director of Nursing and AHPs
1.8	To ensure the effective planning and delivery of specialist acute services.	Ongoing	Director of Commissioning
1.9	To ensure delivery of timely evidence based care in regard to plastic surgery and burns services with a particular focus in 2019/20: <ul style="list-style-type: none"> o To establish a regional Plastic Surgery and Burns Group o To improve access to services o To provide oversight of implementation of RQIA recommendations on plastics and burns 	March 2020	Director of Commissioning
1.10	To provide support and facilitate improvement in the safety and quality of services, including learning from SAIs and Complaints, recommendations from confidential enquiries and RQIA reports and patients/client experience.	Ongoing	Director of Nursing and AHPs Director of Public Health Head of Corporate Services Director of Social Care and Children's Director Integrated Care

THEME 1:**Ensure high quality, safe, accessible and integrated health and social care services, and performance manage delivery to achieve quality outcomes**

Objective	Timescales	Director responsible	
1.11	To work with PHA and provider organisations to reform cancer pathways to improve access to cancer services, including the development of sustainable breast assessment services.	Ongoing	Interim Director of Performance Management and Service Improvement Director of Commissioning Director of Public Health
1.12	To maintain good governance in relation to the monitoring of delegated statutory functions to deliver safe and effective services to older people, children and families, people with mental health issue, people with learning disability and people with physical and or sensory disability.	Ongoing	Director of Social Care and Children's
1.13	To ensure the sustainability of Family Practitioner Services, including recommendations in 'GP Led Services Strategic Review' and the development of GP Federations.	March 2020	Director of Integrated Care
1.14	To ensure the effective planning and delivery of maternity, neonatal and paediatric services with a particular focus in 2019/20 in relation to commencing the implementation of the paediatric strategy and the paediatric palliative care strategy.	March 2020	Director of Commissioning
1.15	To ensure the effective planning and delivery of services for patients with long term conditions including diabetes and respiratory disease, to include continued implementation of actions from service frameworks.	March 2020	Director of Commissioning
1.16	To ensure the effective planning and delivery of palliative care services with a particular focus in 2019/20 on: <ul style="list-style-type: none"> • Identification of new patients, • Specialist Palliative care workforce, • Confirming a training and education model for palliative care • Building a public health approach to palliative care 	March 2020	Director of Commissioning

THEME 1:**Ensure high quality, safe, accessible and integrated health and social care services, and performance manage delivery to achieve quality outcomes**

Objective	Timescales	Director responsible
1.17 To ensure the effective planning and delivery of prisoner health services with a particular focus in 2019/20 on: <ul style="list-style-type: none"> • Developing custody suite protocols, • Review of vulnerable persons in prison • Complete the Prison Healthcare Strategy 2018/19 integrating specific work areas into the Forensic Managed Care Network. 	March 2020	Director of Commissioning
1.18 To ensure the effective planning and delivery of trauma, Helicopter Emergency Medical Service (HEMS) and emergency ambulance services with a particular focus in 2019/20 on: <ul style="list-style-type: none"> • The establishment of the Major Trauma Centre and regional roll out of bypass protocols; • Oversight of the effective delivery of HEMS; • Progressing work with NIAS to improve emergency response times, including the introduction of a new clinical response model, subject to the outcome of consultation. 	March 2020	Director of Commissioning
1.19 To work with the DoH and provider organisations to take forward implementation of the enhanced performance management and accountability arrangements for the HSC as outlined in the draft Performance Management Framework.	Ongoing	Interim Director of Performance Management and Service Improvement
1.20 Continue to work with provider organisations to review and reform acute service provision with particular focus on streamlining pathways and maximising current capacity.	Ongoing	Interim Director of Performance Management and Service Improvement
1.21 To design, develop and deliver a Regional Trauma Network (RTN); a world-leading regional managed care network for people with psychological trauma difficulties in line with Stormont House Agreement, national and international best practice guidelines and	Implementation Phase 1 – September 2019 Implementation Phase 2 – April 2020	Director of Social Care and Children's

THEME 1:**Ensure high quality, safe, accessible and integrated health and social care services, and performance manage delivery to achieve quality outcomes**

Objective	Timescales	Director responsible
<p>stepped care principles. Services will range from low-to-moderate intensity treatment provided by the voluntary and community sector (VSS), to high intensity treatment provided within the Health and Social Care (HSC) system and will be dependent on additional funding to support full implementation</p> <p>The RTN will be implemented incrementally over 3 phases which will include adults and children's services.</p>	Implementation Phase 3 – April 2021	
1.22	Review and modernise the model of care for people with a learning disability (including acute care) to achieve consistency and equity of access; provision of a systemic approach that is inclusive of family members (TFNI); safe services; and improved health, wellbeing and quality of life outcomes.	<p>March 2020</p> <p>Director of Social Care and Children's</p> <p>Director of Nursing and AHPs</p>
1.23	Review and modernise mental health inpatient services for adults to achieve consistency and equity of access; provision of a systemic approach that is inclusive of family members (TFNI) safe services and; improved health and wellbeing outcomes.	<p>March 2020</p> <p>Director of Social Care and Children's</p> <p>Director of Nursing and AHPs</p> <p>Director of Public Health</p>
1.24	Review and modernise statutory addictions services to deliver new clinical guidelines, and changes in the profile of needs and demands. This will provide a systemic approach that is inclusive of family members (TFNI).	<p>March 2020</p> <p>Director of Social Care and Children's</p> <p>Director of Nursing and AHPs</p> <p>Director of Public Health</p>
1.25	To assist with the implementation of the 5 year Elective Plan: to procure additional acute and diagnostic service capacity from providers in NI, GB and RoI to impact on	<p>Ongoing</p> <p>Director of Commissioning (in collaboration with PaLS /</p>

THEME 1:**Ensure high quality, safe, accessible and integrated health and social care services, and performance manage delivery to achieve quality outcomes**

Objective	Timescales	Director responsible
elective waiting times in NI. Call for applications to the HSC Dynamic Purchasing System for 30+ specialties and diagnostics to be published using public sector procurement portals in 2019/20.		DLS)
1.26 As a statutory partner in the Local Government Act (Northern Ireland) 2014 the HSCB will engage appropriately in Community Planning processes to explore and develop opportunities with Community Planning partners to support the delivery and improvement of high quality health and social care services.”	Ongoing	All Directors

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.

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
2.1	To take forward work emanating from the Review of Adult Social Care in partnership with DOH to include re-ablement, the care home sector and domiciliary care.	March 2020	Director of Social Care and Children's
2.2	To continue to embed self-directed support and supported self-management as a way of working to improve health and wellbeing.	March 2020	Director of Social Care and Children's
2.3	To contribute to improving the health and social wellbeing of the population and reduce health inequalities by supporting the implementation of the Making Life Better public health framework, the Draft Programme for Government and Community Planning processes under the auspices of the Local Government Act (NI) 2014	Ongoing	All Directors
2.4	To further develop the pilot Personal Dental Services (PDS) scheme to improve geographical access to High Street Oral Surgery and increase numbers of patients treated.	March 2020	Director of Integrated Care
2.5	To develop the community pharmacy contract to enable better outcomes for public and patients.	March 2020	Director of Integrated Care
2.6	To build capacity in primary care optometry, in line with DoH Delivering Together policy and through the establishment of a Northern Ireland Eyecare Network to support the delivery of effective Ophthalmic services.	Ongoing	Director of Integrated Care
2.7	To renew and refresh partnership working with Department for Communities and NI Housing Executive to ensure needs led strategic planning for the Supporting People Programme to provide suitable housing based models of care for people with additional health and social care needs.	Ongoing	Director of Social Care & Children's

Theme 3

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

THEME 3:**Provide value for money through the effective use of resources ensuring robust financial management**

Objective		Timescales	Director responsible
3.1	To assist the Department with financial stability within available resources for the wider HSC, sustaining financial balance, with the objective of maintaining safety and quality.	March 2020	Director of Finance All Directors
3.2	To provide financial management governance and accountability for all Primary Care services in NI, including the delivery further efficiencies in prescribing.	March 2020	Director of Finance Director of Integrated Care
3.3	To implement Year 3 of the eHealth and Care Strategy with particular regard to implementation of the portfolio of investments prioritised in the eHealth blueprint.	March 2020	Interim eHealth Lead
3.4	Take forward a regional programme of pathology services transformation in line with DOH policy.	March 2020	Director of Commissioning
3.5	To assist the Department of Health with the financial requirements involved with respect to the closing of the Health and Social Care Board and the development of the alternative operating model.	March 2020	Director of Finance
3.6	To continue to meet DoH financial, budget and reporting requirements.	March 2020	Director of Finance All Directors
3.7	Develop and maintain the Regional Capitation Formula, measuring the relative need for resources across local populations. This will help inform future financial planning and commissioning direction.	March 2020	Director of Finance
3.8	To explore opportunities through the Community Planning Partnerships to identify opportunities for the sharing of resources and avoidance of duplication to achieve the objectives of HSCB.	Ongoing	All Directors

Theme 4

Effectively working in partnership with key stakeholders in an open and transparent manner, particularly with those who are representative of the lived and learned experience of services, sharing decision making and benefiting from their personal experiences to identify and drive improvements in outcomes

THEME 4:**Effectively engage with key stakeholders in an open and transparent manner, particularly service users and carers, benefiting from their personal experiences**

Objective		Timescales	Director responsible
4.1	To ensure HSCB recognises the value of partnership with service users, carers and staff through the implementation of the actions from the PPI strategy and action plan, carers strategy and the disability action plan, and support the roll out of co-production.	Ongoing	Director of Social Care and Children's All Directors
4.2	In line with the 2019/20 communications action plan, develop communications channels and engagement opportunities, across the full range of channels to involve and inform patients and service users, the wider public, key stakeholders and the media in relation to HSC developments and key projects.	March 2020	Head of Communications
4.3	To provide effective support at a local level across Northern Ireland, working with all key stakeholders, including Community Planning partners, to include needs identification, and the planning and co-ordination of service delivery.	Ongoing	All Directors
4.4	Lead work with HSCB and Trusts to deliver Phase Two of the Dementia E-health and Data Analytics Pathfinder Programme for Northern Ireland.	Ongoing	Interim eHealth Lead

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.

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
5.1	To work with DoH, PHA and other stakeholders to ensure the most effective and smooth transition of the HSCB's functions and staff, and to ensure staff are fully informed and involved throughout the change process.	March 2020	All Directors
5.2	To maintain sound systems of internal control consistent with HSCB Governance and Information Governance Frameworks and associated policies.	Ongoing	All Directors
5.3	To work with PHA and BSO colleagues to maintain appropriate arrangements to enable the required standard of emergency preparedness co-ordination of HSC response.	Ongoing	Interim Head of Corporate Services
5.4	To provide timely and accurate input to Departmental/Private Office, Freedom of Information and other requests.	Ongoing	All Directors
5.5	To provide timely and accurate input, responses and statements to the Infected Blood Inquiry, the Independent Neurology Inquiry and any other Inquiries that may arise during the period.	Ongoing	Interim Head of Corporate Services
5.6	To ensure that HSCB staff are aware of the opportunities for collaboration with Community Planning partners.	Ongoing	All Directors
5.7	The HSCB is committed to deliver the objectives of the NICS Asset Management Strategy through the production of an annual Property Asset Management Plan, in accordance with DoH guidance.	September 2019	Interim Head of Corporate Services
5.8	The recruitment of senior posts and ensuring appropriate capacity in the organisation during 2019/20	March 2020	Senior Management Team

Theme 6

Delivering Together Transformational Activity

THEME 6: Delivering Together Transformational Activity			
Objective		Timescales	Director responsible
6.1.	<p>Model for multi-disciplinary primary care</p> <p>The HSCB Integrated Care, Multi-Disciplinary Team will continue to progress work to support the recruitment and service implementation across Derry, Down and West Belfast Federation areas. This will include evidencing the impact of these MDTs via outcomes based measurement and agreeing other potential areas for further roll out across the HSC.</p>	2018 - 2020	Director of Integrated Care
6.2	<p>Plastic and Burns</p> <p>Progress work to improve and develop plastics and burns services, including undertaking needs assessments for subspecialty areas; defining the burns service that can be sustained for NI; Recommending Improved Service Management Arrangements and Progressing RQIA recommendations.</p> <p>Paediatric Strategies</p> <p>Progress implementation of the paediatric strategies and establish a paediatric network.</p> <p>Diabetes</p> <p>Through the newly established Diabetes Network, progress work to prevent diabetes and improve services for people with diabetes.</p>	Ongoing	<p>Director of Commissioning</p> <p>Interim Director of Performance & Service Improvement</p>
6.4	<p>Service Reconfiguration</p> <p>Contribute to Service Reconfiguration, as led by the DoH, including:</p> <ul style="list-style-type: none"> • Elective Care Centres • Stroke Services • Imaging • Breast Services • Transforming Cancer Services • Urgent and Emergency Care 	Ongoing	<p>Director of Commissioning</p> <p>Interim Director of Performance and Service Improvement</p>

THEME 6: Delivering Together Transformational Activity			
Objective		Timescales	Director responsible
6.5	HSC Workforce Strategy: Implementation of Phase 1 of HSC Workforce Strategy	Ongoing	All Directors
6.7	Community Pharmacy Development: HSCB engagement with CPNI to prepare service development specifications	Ongoing	Director of Integrated Care
6.8	Northern Ireland Electronic Care Record (NIECR) Supporting Pharmacists and Optometrists to access the NIECR	2019 -2020	Interim e-Health Lead Director of Integrated Care
6.9	Social Work Strategy 2017/2022: Full implementation of the Improving and Safeguarding Social Wellbeing Strategy	2022	Director of Social Care and Children's
6.10	Domiciliary Care Workforce Review To contribute to the DoH lead review of the Domiciliary Care Workforce.	Ongoing	Director of Social Care and Children's
6.11	Mental Health: Regional Perinatal mental health service Forensic Care Managed Network (MH & IDD). As funding has been cut, the FCMN project will continue with a longer lead in phase until recurrent funding is available. Think Family NI Consolidation Strategy (mental health, addictions and children's services). Prevalence Study of Children's Mental Health will assist in understanding of mental health needs for children under transformational funding arrangements. Take forward recommendations from NICCY Review of children's mental health as relevant.	Ongoing	Director of Social Care and Children's Director of Nursing and AHPs Director of Public Health
6.12	Progress the implementation of the Looked After Children Strategy	2021	Director of Social Care and

THEME 6: Delivering Together Transformational Activity			
Objective		Timescales	Director responsible
			Children's
6.13	<p>Building Capacity in Communities and in Prevention:</p> <p>Family Support Hubs Early Intervention Transformation Programme</p>	2021	<p>Director of Social Care and Children's</p> <p>Director of Commissioning</p> <p>Director of Nursing and AHPs</p>
6.14	<p>Patient Portal/Health Analytics</p> <p>Continue work ensuring that objectives to deliver Patient Portal are met. Progress with recruitment of Data Analytics staff and continue to develop Health Analytics function.</p>	2019/20	Interim e-Health Lead
6.15	<p>Encompass Programme</p> <p>Continue work alongside Encompass programme to ensure procurement objectives and timescales are met, Full Business Case is progressed for approval and implementation priorities are set.</p>	2022	Interim e-Health Lead
6.16	<p>Review of Children's Regional Facilities and implementation of the recommendations across DoJ / DoH, HSCB and Trusts</p>	<p>Parts of the process will be completed by September 2020, other strands may take several years.</p>	Director of Social Care and Children's
6.17	<p>The HSCB will support the Department and Project Leads in the implementation and monitoring of the Transformation project funds from Confidence and Supply Agreement.</p>	Ongoing	All Directors