

Corporate Plan 2011 - 2014



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1. Introduction

The Northern Health and Social Care Trust is responsible for the delivery of safe and effective health and social care services. This depends on many factors, including the need for highly skilled and professional staff, the need to ensure adoption of best practice and the need to provide effective support for independent living, if we are to meet the needs of a growing and changing population. This means that acknowledging and addressing challenges, taking forward change and achieving improvement must be part of our every day work.

This plan builds on work that commenced in 2009, including a range of significant changes in the delivery of health and social care in the Northern area across all services and in Acute Hospital services in particular. These changes were the subject of formal consultation during 2008 and 2009, primarily under the banner of the Trust's Modernisation and Reform Plan. The key focus of this plan is to deliver on the existing Modernisation & Reform plan in 2011/12. We will renew our engagement with those who use our services, with staff and the general public as we review and reset our long-term plans in the year ahead.

We acknowledge the environment we face including: the need to ensure safe delivery of services; the need to achieve and sustain optimum performance and quality standards; and the need to deliver services within the finance available to us.

Extensive consultation over recent times and ongoing dialogue with service users, community and public representatives continues to be a rewarding and enlightening journey. We are committed to continued and extended engagement. We know that this is essential if we are to deliver our objectives. Collaboration on how services are to be shaped must happen at many levels, from direct involvement of patients, clients and families to Commissioners, political representatives and voluntary/community sector organisations.

There is much to be done and much at stake. Services must be safe, deliver best practice, demonstrate value for money when compared to appropriate benchmarks and provide the best possible experience for patients. Only if these conditions are met can we secure the services for the future and assure service users of the outcomes they can and should expect. With the challenge comes opportunities and we look forward to working with all who have a stake in the future delivery of health and social care.



Jim Stewart
Chairman



Sean Donaghy
Chief Executive

2. Overview of the Trust

The Northern Health and Social Care Trust (the Trust) was established on 1 April 2007 under the Northern Health and Social Services (Establishment) Order (Northern Ireland) 2006. The Headquarters of the Trust are located at The Cottage, 5 Greenmount Avenue, Ballymena, Co Antrim., BT43 6DA.



Map of NI showing the Northern Health and Social Care Trust

The Health and Personal Social Services (Northern Ireland) Order 1991 Article 10(1) defines the nature and function of the Trust as a major employer and provider of health and social care services.

The Trust provides a wide range of hospital, community and primary care services. Working in collaboration with GPs and other agencies, staff deliver locally based services in Trust premises, in people's own homes and in the community. The Trust purchases some services including domiciliary care, residential and nursing care from independent and community /voluntary agencies.

The Trust provides a range of health and social care services, the majority of which are provided in peoples' own homes. We also provide community based health and social care services including day centres, health centres and residential care, from 210 locations.

We provide acute services from Antrim Area Hospital, and Causeway Hospital in Coleraine. Services are also provided from the Mid Ulster Hospital, Whiteabbey Hospital, Dalriada, Moyle and Robinson hospitals.

Holywell Hospital is an in-patient psychiatric hospital based in Antrim. It is the base for a wide range of mental health and addiction services.

Delivering safe and effective services which are accessible and responsive to the needs of patients, clients and carers is central to the Trust's role.

The Trust acknowledges its responsibilities when buying services from other providers. The Trust will ensure that the obligations under Section 75 of the Northern Ireland Act 1998 will be reflected in contractual arrangements made with those providers.

The Trust also has the power to exercise statutory functions which embrace all the activities undertaken by the Trust including the recruitment/employment of its staff, financial arrangements, contracted-out services and staff training, maintenance of its property and the delivery and development of services, including the purchase of equipment and facilities needed to do this.

The Trust carries out its business in the following ways:-

- undertake assessments of needs
- developing strategies to address those needs
- setting and monitoring quality and performance standards
- carrying out reviews of service areas
- resource allocation and financial management
- setting service agreements with purchasers of care
- human resource management in relation to its staff, and
- corporate and clinical governance, i.e. ensuring safe practices.

The Trust has an annual budget of £619m and employs 12049 people. Funding is secured from a range of commissioners, the main commissioner being the Health and Social Care Board.

3. Our Purpose, Values and Principal Objectives

Our Purpose

At the core of everything we do is the overarching aim to contribute to improving health and well being for all, and to enable people to achieve their own optimum well being and independence through effective treatments and support

Our vision is to provide for all, the quality of service we expect for our families and for ourselves so that people using our services (and their families) are happy with the care they have received and our staff want to work in and have pride in our Trust.

Our Values

Patients/clients first: Everything we do in the organisation is ultimately for the benefit of our patients and clients.

Excellence: We will be recognised for the provision of safe, high quality, continually improving services.

How we do business: We treat each other, our services users, carers and external partners with respect, dignity, honesty and humanity

Principal Objectives

We have established principal corporate objectives to give a structured, consistent and concentrated focus to our efforts:

Objective 1: To provide safe and effective care

Objective 2: To create a culture of continuous improvement that supports the delivery of health and social care that exceeds recognised quality standards and meets performance targets.

Objective 3: To use all of our resources wisely

Objective 4: To build a professional management culture with effective leadership, development of staff and teams that deliver

Objective 5: Engage with service users, carers, communities and other stakeholders to improve, shape and develop services

This Corporate Plan sets out the primary actions that we will take within each of these principal areas. Cutting across all is:-

- the need to support and develop the many professional and support staff through whose commitment and skills services are delivered
- to continue to reshape and modernise services with a focus on safety, best practice and value for money
- and involving stakeholders, with effective use of feedback from service users to continue to improve quality and standards.

4. Action Plan

Principal Objective 1 To provide safe and effective care

	Sub Objective	Actions	Year 1 2 3			Measure
1	Improve Quality, Safety And Clinical Effectiveness	Implement the Trust Quality Strategy to deliver continuous improvement in patient and client care over the next three years. Key quality priorities for the Trust over that period are to: <ul style="list-style-type: none"> - Improve safety and reduce harm; - Improve clinical effectiveness and outcomes; and - Improve the patient/client experience. 	✓	✓	✓	Through Quality Strategy 'Energising Excellence', monitoring
		Ensure the availability of appropriate data to support staff working at local level to improve safety and outcomes within their service areas, which will also promote local ownership of the broader safety issue	✓	✓	✓	As above
		Meet obligations under delegated statutory functions including safeguarding arrangements and protection of vulnerable adults	✓	✓	✓	Reports on statutory functions include Corporate parent report
		To procure and implement a system that will enable the monitoring of mortality data, benchmarking against appropriate other health and social care delivery organisations, to contribute to a focus on improved safety and clinical outcomes	✓	✓	✓	Standardised Mortality Reports
2	A focus on Person Centred pathways	Empower staff to increase our 'person centred' approach to the delivery of care across all professions, to ensure the patient or client is at the centre of all care planning and service delivery by: <ul style="list-style-type: none"> - ensuring that the time, skills and policies are in place to provide safe and person centred care; - ensuring that person centred service delivery is reflected in staff development and in workforce plans. - achieve improved patient experience of service delivery 	✓	✓	✓	Corporate Workforce Plan (reviewed annually) and Patient Experience reports

3	Improving on Infection Control	Strengthen assurance arrangements to make sure that service changes made are being effective, and that there is good communication positively impacting on the experiences of patients and families.	✓			Through Infection Prevention & Control Plan
		Continue to focus on the control of infection across all service areas, ensuring we achieve further reductions in the occurrence of C Difficile, MRSA and other infections, in hospital settings and in the community, aiming to meet Priority for Action Targets for reductions.	✓	✓	✓	Infection Prevention & Control Plan & HCAI performance report
4	Delivery of safe and sustainable acute hospital services	Further develop the plan for the ongoing reform of acute hospital services to ensure we provide access to safe, sustainable services and effective care and treatment for patients in appropriate settings including: <ul style="list-style-type: none"> - Complete planned reform at Mid Ulster Hospital for provision of medical services 	✓			Acute Directorate M&R Project to report on achievement
		<ul style="list-style-type: none"> - Take forward the expansion of the Emergency Department at Antrim Area Hospital and the provision of an additional ward to provide the appropriate environment. 	✓	✓		Acute Directorate M&R Project to report on achievement
		<ul style="list-style-type: none"> - Work with health service colleagues across the region to put in place the optimum arrangement for the delivery of acute surgery services 	✓	✓	✓	Health Board Reporting on Regional Strategy

Principal Objective 2

To create a culture of continuous improvement to that supports the delivery of health and social care that exceeds recognised quality standards and meets performance targets.

	Sub Objective	Actions	Year			Measure
			1	2	3	
5	Create a culture of using information to achieve on-going improvements	Exploit the use of information at all levels of the organisation to <ul style="list-style-type: none"> - identify opportunities for improvement by measuring against appropriate benchmarks - ensure the adoption of evidence informed practice - demonstrate where high quality standards are being achieved - demonstrate where efficiencies are being achieved - support individual, department and corporate performance monitoring and management 	✓	✓	✓	Performance monitoring reports inc quality, experience & efficiency measures
6	Achieving targets and performance standards	To meet standards and targets agreed with the Commissioner including: <ul style="list-style-type: none"> - waiting times for Accident and Emergency services; - access times for elective surgery and hospital outpatient services; - access to community based services. These are issues for the whole health and social care service and will require effective working between hospital services, community services, with GPs in Primary care and with Commissioner support.	✓	✓	✓	Performance Reporting against PFA targets
7	Developing Integrated Care Pathways	Develop and implement integrated care pathways that are patient centred including: <ul style="list-style-type: none"> - Unscheduled Care -that will take account of the independent review carried out in early 2011 (Tribal) and extends beyond the hospital environment to intermediate care; - Maternity Services - considering too the Regional Review of Maternity Services and impact for local services; - Paediatrics Services; - End of Life Care. 	✓	✓		Appropriate M&R Project Teams to report
8	Progressing programme of reform and modernisation across	A focus in Trust wide service modernisation , optimum outcomes and efficiency through: <ul style="list-style-type: none"> - Developing and implementing the corporate Modernisation and Recovery Programme across service areas and plan for extending the programme over the next 3 years. Continue to progress with the reform of unscheduled care services in particular: <ul style="list-style-type: none"> - take forward the recommendations arising from independent review of unscheduled care services that covers 	✓	✓	✓	M&R Programme Board report
			✓	✓		As above

	services	<p>reform in both hospital and community settings.</p> <ul style="list-style-type: none"> - Work with health service colleagues in other Trusts to implement the Regional Urology review and put in place an effective Urology service that will be sustainable into the longer term <p>Continue to progress with the reform of services for older people:</p> <ul style="list-style-type: none"> - firmly embedding the Reablement service to support people to live independently at home, where it is appropriate and suitable for them; - re-designing the way we deliver services and as a result create more capacity to respond to the increasing demand for service and the need for efficiency. This will include looking at the profile of residential care, daycare and the wide range of community based services that can contribute to supporting people to live independently <p>Continue reform and modernisation across all our service areas, for adults and children, so that we are</p> <ul style="list-style-type: none"> - ensuring we are adopting best practice and comparing to appropriate benchmarks; - supporting people to achieve their optimum outcome; - continuing to improve the efficiency of services. 	✓	✓		
			✓	✓	✓	M&R Programme Board report
			✓	✓	✓	Trust Strategic Planning Forum
9	Maximise efficiency in administration and support functions	<p>Continue the modernisation of administrative services, taking account of opportunities presented by new technologies and processes that can redirect or reduce some of the direct administrative or support needed affording an opportunity for efficiencies to be realised.</p> <p>Work with colleagues regionally to realise the benefits of implementing Shared Services to provide backroom and support services shared across HPSS organisations.</p>	✓	✓		Appropriate M&R Project Teams to report
			✓	✓	✓	Regional reporting
10	Health Improvement	<p>Deliver a programme of health improvement initiatives that work in co-operation with other Trusts and with community and voluntary providers, under the direction of the Public Health Agency, to make collective efforts to target priority issues and bring further improvements in health and well being across the population including:</p> <p>Alcohol and Drugs – the delivery of accredited programmes to Young People, Community Groups and Older People in partnership with NDACT, Youth Justice, Choice Family Support and Action for Children</p> <p>Mental Health and Suicide Prevention – the delivery of services to individuals, community, voluntary and statutory sector staff including Resilience Work, Infant Mental Health, Depression Awareness and Training, Bereavement Support, Counselling and Training Programmes and Community Response Plans in relation to Suicide.</p>	✓	✓	✓	TDP Monitoring & PHA Reporting

		<p>Acute and Primary Care priorities – Coordination of Stop Smoking Service, Stroke and Public Awareness / Involvement, Involvement in Respiratory, Cardiovascular and Cancer service Frameworks.</p> <p>Community Resuscitation Project – in accordance with the CVD Framework and Resuscitation Guidelines, this includes Emergency Life Support training for Paediatric staff, Heartstart Training with communities, NEELB and NHSCT staff, Development of First Responders Schemes in NHSCT area and Hearty Lives Programmes in partnership with British Heart Foundation in Cookstown and Carrickfergus.</p> <p>Physical Activity – Coordination of Northern Partnership for Physical Activity, GP Referral Service and Cardiac Phase IV Services.</p> <p>Older People's Services – Accredited Training programmes to promote health and wellbeing of older people delivered to staff within community, voluntary and statutory sectors. Falls Prevention and enablement programmes for Day Care services within NHSCT, Carer Support training programmes. Development of Older People's Framework in partnership with PHA and other Trusts.</p> <p>Children's Services – Participation Develop work to develop a Children and Young People's participation plan for the NHSCT area. Locality Develop and Action Planning in partnership with local councils and community, voluntary and statutory sector agencies. Roots of Empathy and Think Child Think Parent programmes.</p> <p>Sexual Health Promotion – in accordance with Sexual Health and Teenage Pregnancy commissioning priorities.</p> <p>Obesity Services – Managed Obesity Network coordination of Motivate Programmes and Family models to manage weight and address obesity at prenatal, antenatal and post natal levels, targeting 0-4 years, young people and adults.</p> <p>Community Development and PPI Strategy 2010 – 2015, Targeting Health Inequalities in partnership with PHA to meet PfA targets.</p> <p>Trauma Advisory Panel taking forward Sanctuary Model Training for Community and Voluntary Sector and rollout of the Primary Care Link Worker Service.</p>				
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Principal Objective 3
To use all our resources wisely

	Sub Objective	Actions	Year			Measure
			1	2	3	
11	Finance and Efficiency	<p>The financial challenge over the 3 years of this Corporate Plan cannot be overstated. This will be one of our most challenging objectives and will require involvement of all our staff, and close co-operation with the Commissioner, as well as engagement of all stakeholders in taking forward a programme of reform that strives for efficiency but upholds and doesn't compromise on quality and standards.</p> <ul style="list-style-type: none"> - We must deliver on the Modernisation and Recovery Plan that we set out last year to achieve efficiencies of £54m that will achieve a break-even financial position from April 2012; - Planning must now also take account of additional pressures both in terms of increasing demands on services and on increasing costs of goods and services, both of which bring further financial consequences; - Identify and secure further opportunities for efficiency taking account of independent reports such as McKinsey and Appleby to identify such opportunities over the coming 3 to 5 years. 	✓			Reporting via financial report and M&R reporting
			✓	✓		
			✓	✓	✓	
12	Balancing Capacity and Demand	<p>The funding of the Trust is linked to volumes of activity that we provide to patients and clients. We need to ensure that the volumes set out in our agreement with the Commissioner are in line with our capacity and that we then deliver on those volumes and work to agreed/paid levels.</p> <ul style="list-style-type: none"> - We will work with the Commissioner to develop a rolling programme of capacity/ demand exercises that lead to agreed service and budget agreement; - Consider SBA volumes for community services over years 2 and 3 - In the first year this will focus on acute hospital services, where we will also work with the Commissioner to build up our staffing capacity to meet the increased demand. 	✓	✓	✓	Revised SBA volumes
			✓			SBA reporting
13	Using Technology Effectively	<p>We will seek further opportunities and innovative ways to use Technology that can contribute to improving the patient experience and to achieve measurable efficiencies.</p> <ul style="list-style-type: none"> - Set out an ICT Programme that aims to empower staff, improve service delivery and achieve efficiencies 	✓	✓	✓	ICT work programme monitoring report.

		- Support the development of e-learning as a means of developing staff and improving service delivery	✓	✓	✓	Number of staff trained
14	Buildings and Equipment	<p>We must rationalise the Trust's estate to make the best use of the buildings and equipment that we have, and maintain existing buildings/facilities to ensure staff have the environment available to them to do their job effectively and in proximity to other services that are important to them.</p> <p>Over the next 3 years we will see the delivery of a number of new facilities including:</p> <ul style="list-style-type: none"> ○ New Emergency Department Unit at Antrim Area Hospital; ○ A 24 bed ward at Antrim Area Hospital; ○ The new Health and Care Centre in Ballymena; ○ The new Specialist Palliative Care unit at Antrim Area Hospital site; ○ Sexual Assault Referral Centre at Antrim Area Hospital site; ○ Ballee Children's Residential Home in Ballymena; ○ Maintenance and refurbishment of various parts of our facilities and site rationalisation where appropriate. 	✓	✓	✓	Facility operational & Capital PPE reporting
		Prepare an Estates Capital Strategy with a 10 year horizon to meet the future service delivery needs.	✓			Estate Strategy approved by Trust Board

Principal Objective 4

To build a professional management culture with effective leadership, staff development and teams that deliver

	Sub Objective	Actions	Year			Measure
			1	2	3	
15	Leadership and Management Skills	<p>The staff of the Trust are referred to many times throughout this plan. It is important that those tasked with managing people have the leadership and management skills to do so professionally.</p> <ul style="list-style-type: none"> Programmes for the development of clinical leaders and leaders/managers at all levels will be put in place, equipping people to respond to the challenges we face and ensure effective succession planning. 	✓	✓	✓	<p>Staff feedback</p> <p>Recruitment and retention analysis</p>
16	Medical Workforce	<p>Revalidation and appraisal of the Medical workforce underpins much of our other objectives, both in terms of safe and effective care, productivity and medical leadership.</p> <ul style="list-style-type: none"> Job planning, revalidation and appraisal processes will be taken forward in collaboration with medical staff. 	✓	✓	✓	<p>System to support revalidation & appraisal</p>
17	Empowering Staff	<p>All staff across the Trust at all levels play a vital role in the effective delivery of services and their involvement is critical to the delivery of this plan.</p> <ul style="list-style-type: none"> A staff survey carried out in 2010 pointed to the need for further staff development and improved internal communication. We will take action to address the areas identified and repeat a survey within the lifetime of this plan to ensure that the measures taken are having a positive impact. 	✓	✓	✓	<p>Staff feedback and Absence Reporting</p>
		<ul style="list-style-type: none"> We will develop and implement a staff Engagement Strategy to ensure there are robust ways that are sustained to enable all staff to be involved in the business of the Trust. 	✓	✓	✓	<p>Engagement Strategy & staff feedback</p>
		<ul style="list-style-type: none"> We will engage with trade unions and relevant professional bodies 	✓	✓	✓	<p>As above</p>
		<ul style="list-style-type: none"> We will continue to provide appropriate training and opportunities to achieve qualifications for support services staff. 	✓	✓	✓	<p>Number of staff with appropriate qualifications</p>
		<ul style="list-style-type: none"> We will devolve authority to make decisions to appropriate levels with responsibility to manage and accountability for decision making. 	✓	✓	✓	<p>Staff feedback</p>

		<ul style="list-style-type: none"> - We will fully implement the Knowledge and Skills Framework in conjunction with the Personal Review and Development Planning process to ensure skills and effort are optimised to deliver on agreed individual and organisational objectives. 	✓	✓	✓	KSF monitoring reports & staff feedback
		<ul style="list-style-type: none"> - We will put systems and processes in place to work towards the achievement of Investors in People standards. 	✓	✓	✓	Audit of IIP Standards
18	Workforce Registration and Training	Ensure appropriate staff registration , revalidation and safeguarding arrangements (both children and adult) are completed for all appropriate staff in line with required timescales (including POCVA checks), with appropriate training to support professional staff and support staff development.	✓	✓	✓	Registered workforce
19	Workforce Planning and Development	<p>The dedicated staff of the Trust are its primary resource. We must ensure that we have the right people with the right skills in the appropriate settings at the right times to provide services to our patients. This means:</p> <ul style="list-style-type: none"> - developing a workforce plan that supports the reform and modernisation agenda; - takes account of the need to extend access to services beyond weekday limits; - empowers staff to use their skills, knowledge and experience to best effect. 	✓	✓	✓	Reporting on progress of service reform
20	Living our Values	<p>Adding life to the values which underpin our Vision is an important part of ensuring we deliver on the objectives set out in this Plan. We will undertake to further promote and demonstrate our commitment to these important personal and organisational behaviours by:</p> <ul style="list-style-type: none"> - Implementing the six key result areas of the Organisation Development Strategy; - Ensuring that the Vision and Values are incorporated into all of the Trust's processes, policies, procedures and behaviours; - Continuing to develop and implement systems and processes which support assessment and compliance with standards both internal and external; - Putting in place mechanisms for recognising and celebrating excellence and achievement; - Put in place mechanisms for recognising and celebrating excellence and achievement. 	✓	✓	✓	Patient and Client feedback and staff feedback

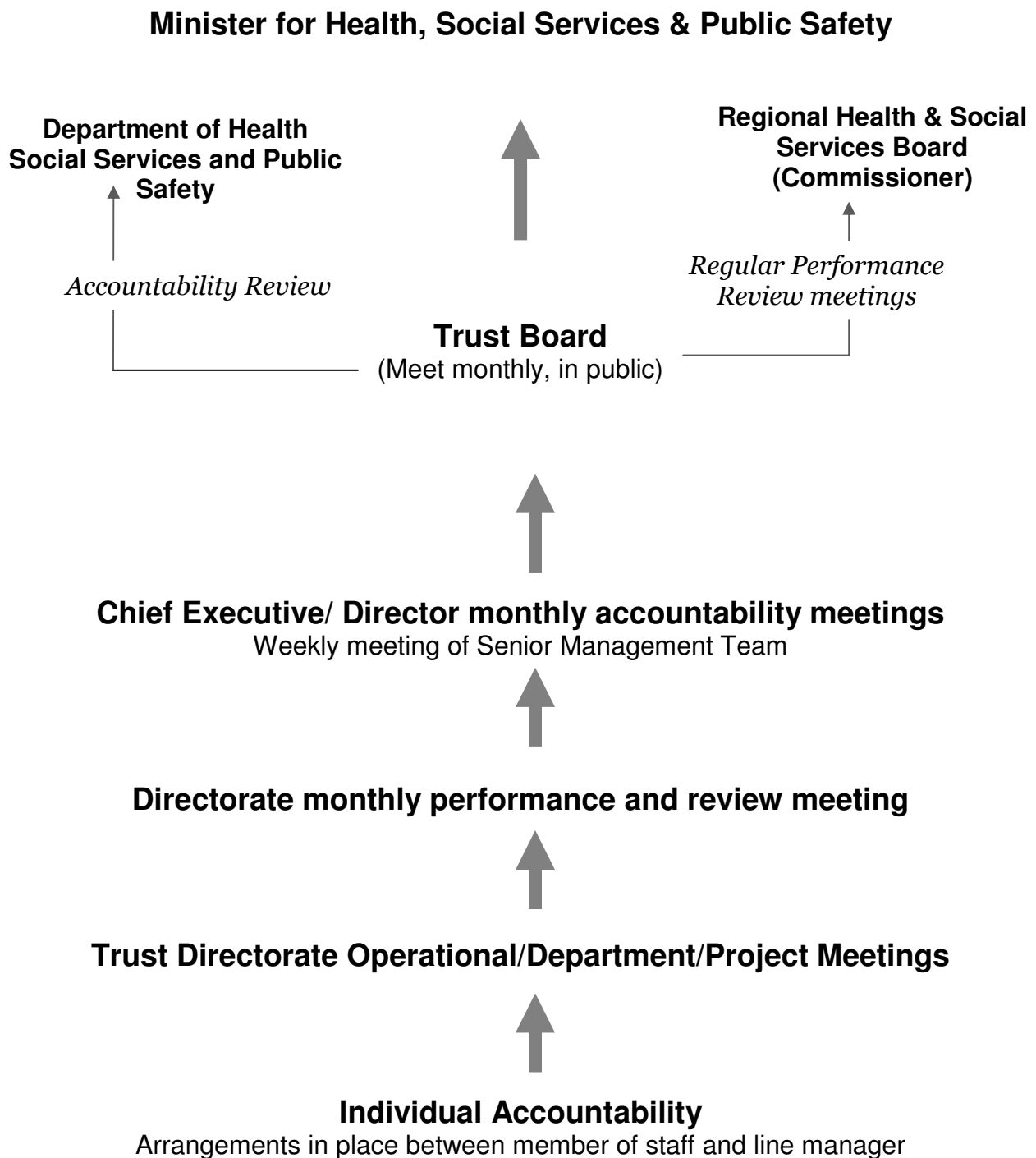
Principal Objective 5

Engage with service users, carers, communities and other stakeholders to improve, shape and develop services

	Sub Objective	Actions	1	Year 2	3	Measure
21	Stakeholder Engagement	The Trust will work closely with the Commissioner, Department of Health Social Services and Public Safety and with other Trusts in taking forward a comprehensive engagement process about the strategic development and future delivery of services Consider the regional review of Personal and Public Involvement (PPI) Guidance and reflect recommendations in Trust PPI strategy particularly to develop ways to facilitate effective involvement of service users, community representatives, trade unions and other stakeholders at a corporate / strategic level. Review the Communications Strategy to secure improved ways of keeping stakeholders informed so that people can feel more enabled to become more involved.	✓	✓	✓	Strategic Plan/Engagement process Via PPI action plan monitoring
22	Service User Experience	Increase the opportunity for receiving a greater volume of service user feedback and ensure the continuous monitoring and improvement against the Standards of Patient and Client Experience. This is particularly important as we take forward a programme of service modernisation and want to place an increased reliance on service user feedback experience as a means to monitoring service performance.	✓	✓	✓	Increased user feedback & feedback analysis
23	Community Development	Take forward elements of the Community Development Strategy that give opportunities for greater stakeholder involvement.	✓	✓	✓	Via community development action plan monitoring
24	Considering needs of Carers	Develop and review the Trust's Carers Strategy ensuring that carers are supported and that we give recognition the significant and valuable support provided by carers.	✓	✓	✓	Number of carers, assessments & carer feedback
25	Independent Providers & Business Partners	The work of the Trust is dependent on successful partnerships and working arrangements with many others including community/voluntary/independent sector organisations. We will continue to engage with independent providers in the delivery of services. We will implement a Quality Assurance Framework with independent providers to ensure the services they provide are in accordance with quality standards.	✓	✓	✓	Monitor Quality & volume of services provided & client feedback

26	Working Effectively with General Practice	<p>Effective working with General Practitioners is vital to ensuring best use of resources and effective person centred care and we will seek to engage with GPs at corporate planning level to improve patient experience and make best use of skills and resources.</p> <p>We will work with the development of Local Commissioning Groups and Primary care Partnerships to contribute to effective local commissioning.</p>	✓	✓	✓	
			✓	✓	✓	LCG monitoring
27	Equality and Good Relations	The Trust is committed to the promotion of equality of opportunity and good relations in all aspects of its work. The implementation of the Trust's Equality Scheme and associated Action Based Plan makes sure that equality of opportunity, good relations and key inequalities are addressed by the Trust.	✓	✓	✓	Via Equality action plan monitoring
28	Business Continuity and Emergency Planning	Work closely with other organisations and emergency services, for example the Commissioner, Public Health Agency, DHSSPS, other Trusts, public representatives, in preparing and testing emergency and business continuity plans and working towards British Standards in Business Continuity.	✓	✓	✓	Emergency & Business Continuity plans approved & learning from incidents

5. Trust accountability and reporting arrangements



6. Trust Board, Directors and Committees

The Trust Board functions as a corporate decision-making body. It has executive and non-executive members who are full and equal members. Non-executive members of the Trust Board are appointed by the Minister of Health Social Services and Public Safety. Their role as members of the Board of Directors is to consider the key strategic and managerial issues facing the Trust in carrying out its statutory and other functions.

Trust Board has six main functions for which it is held accountable by the Department of Health Social Services and Public Safety.

Our Trust Board structure chart (on following page) shows the membership of the Board and committees of the Trust.

How we do our business

The Trust Board is the governing body of the organisation. It has six key objectives for which it is accountable to the Department of Health, Social Services and Public Safety.

1. sets the strategic direction of the Trust;
2. monitors performance against objectives;
3. ensures effective financial stewardship;
4. ensures that high standards of corporate governance and personal behaviour are maintained;
5. appoints, appraises and remunerates Senior Executives; and
6. ensures that there is effective dialogue on its plans and performance between the Trust and the local community.

The Trust Board also oversees the role and function of its Audit, Remuneration, Governance and User Feedback Committees. The Trust Board holds public meetings, normally on the fourth Thursday of each month. These are held at various locations throughout the Trust area to encourage public attendance. Details of meetings are placed on the Trust website.

The main decision making bodies in the Trust are the Trust Board and Senior Management Team. The Trust has a Chief Executive and a Chairman. The Chief Executive is the accountable officer for the Trust. The Chairman works very closely with the Chief Executive and is responsible for the operation of the Trust Board.

