



St Helena
Government

Health & Social Care Portfolio

Portfolio Strategy and Delivery Plan April 2022– March 2025

Version: [2]

Updated:

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Endorsed by Minister Martin Henry

1. Our Vision, Mission and Values:

Our Vision: Saint Helena, a great place to live, learn, work, visit and invest

Our Mission: Improve the lives of all within our community and help the island thrive

Our Values:

- *Fairness We act as role models and have fair and consistent standards. We champion equality, inclusion and respect.*
- *Integrity We communicate openly and we are honest and accountable*
- *Teamwork We work together and we support each other*

2. The role of the Health & Social Care Portfolio:

The Health and Social Care Portfolio are responsible for the delivery of all primary health, secondary health and social care needs on the island.

Health services in addition to the delivery of primary and secondary health, commission specialist, tertiary and emergency medical intervention to ensure the holistic health needs of the community are met. Commissioned specialist services are delivered both on island and internationally in South Africa and the United Kingdom.

Primary health care, dentistry, occupational therapy, physio therapy, mental health care, pharmacy and laboratories, public health are consistently delivered on island by local and contracted professionals. The health promotion team works in conjunction with UKHSA in order to support the work in relation to non-communicable diseases and improving the overall health and wellbeing of the community at large.

The health service endeavours to deliver a seamless service now in conjunction with social care to meet the needs of those in receipt of health or care services.

Social care provides the statutory social work function in children's and adults, residential care for older adults, adults with additional needs and disabilities and children, supported living, domiciliary care, respite, day care and supported employment. In addition to the above statutory functions, social care are responsible for the regulation of crèche's and childminders, probation service, independent domestic violence advocate and the refuge provision.

Health and social care under the guise of the portfolio are beginning to amalgamate and align the individual services to ensure a holistic approach, reduce duplication and improve the quality of services across both directorates.

3. What we have achieved so far:

Health and Social Care have this year amalgamated the governance structure to improve the scrutiny in relation to policy, practice and outcomes for those in receipt of the service. The development of this team will help provide a clear foundation of policy and practice guidance, structure and quality assurance expected within such pivotal services.

Health and social care have begun to amalgamate the procurement process to reduce duplication and increase buying power when purchasing from similar providers. This stream lined approach will begin to address areas of concern in relation to the procurement of essential equipment, drugs and personal protective equipment.

The transformation of health in particular has begun with the recruitment of longer term staff at all levels, both clinical and non-clinical in response to the service needs and the developmental requirements of the health service to improve preventative and responsive delivery on St Helena.

Social care continue to deliver responses across the wide remit of need that has over the past twelve months increased in complexity and quantity. The service has year on year grown in response to demand on island and has creatively delivered services to meet arising needs.

4. Where we want to be:

The Health and Social Care Portfolio need to continue to develop services that enable people with poor health, disability and ~~of~~ social care needs to experience a seamless service that meets their needs and improves their overall outcomes. Many of the same patients, residents and clients access both services where they experience duplication.

5. How we will achieve this:

The Health & Social Care Portfolio has seven Portfolio Priorities which will support the delivery of our National Goals and achievement of our Strategic Outcomes and Objectives to meet the needs of the communities we serve. Each element of this Portfolio's activity will be aligned to at least one of the National Goals and all our activity will be underpinned by our values.

PRIORITY ONE Delivery of core and preventative health services	PRIORITY TWO Ensure a Safe Statutory Offer for children and Adults	PRIORITY THREE Primary prevention and management of chronic diseases
PRIORITY FOUR Promote healthy lifestyles	PRIORITY FIVE Provide access to specialist and tertiary care	PRIORITY SIX Provide evidence based primary and secondary health-care
	PRIORITY SEVEN	

	Provide a health and social care governance system	
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Portfolio Priorities		Policy Priority		Strategic Objectives		National Goals
Priority 1 Delivery of core and preventative health services		We want to develop a Health and Social Care Service that is safe, robust and takes into account our aging population and the complexity of our health and social needs		SO 19. Ensure all people have access to safe and reliable health		Altogether Healthier
Priority 2 Ensure a Safe Statutory Offer for children and Adults		We want to implement policies and modernise legislation to ensure greater cyber security, and protect society from cyber security		SO 15. Ensure that children, young people and adults grow and thrive in a safe, secure		Altogether Safer

	<p>risks - frauds, scams, online grooming.</p> <p>We will continue to support people, particularly our older residents and those with specific needs, to live independently in their own homes, this will include meeting people's eligible, statutory needs – ensuring people are cared for in the right place, for the right time and at appropriate cost.</p> <p>Policies/legislation will be updated to include further offences relating to sex offences and other criminal behaviours to allow the Police to actively tackle such risks and protect society - this is especially true when we gain the Equiano cable and an increase</p>		<p>and inclusive environment.</p> <p>SO16. Protect the wellbeing of all vulnerable members of society</p>		
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		threat of criminal activity			
Priority 3 primary prevention and management of chronic diseases		We want to develop a Health and Social Care Service that is safe, robust and takes into account our aging population and the complexity of our health and social needs		SO.20. Reduce the prevalence of non-communicable chronic diseases/ long term conditions	Altogether healthier
Priority 4 Promote healthy lifestyles		We want to develop a Health and Social Care Service that is safe, robust and takes into account our aging population and the complexity of our health and social needs		SO 19. Ensure all people have access to safe and reliable health services	Altogether healthier
Priority 5 Provide access to specialist and tertiary care		We want to develop a Health and Social Care Service that is safe, robust and takes into account our aging population and the complexity of our health and social needs		SO 19. Ensure all people have access to safe and reliable health services	Altogether healthier

<p>Priority 6</p> <p>Provide evidence based primary and secondary health-care</p>		<p>We want to develop a Health and Social Care Service that is safe, robust and takes into account our aging population and the complexity of our health and social needs</p>		<p>SO 19. Ensure all people have access to safe and reliable health services</p>		<p>Altogether healthier</p>
<p>Priority 7</p> <p>Provide a health and social care governance system</p>		<p>We will ensure communications are aligned to our goals and objectives and to embed a corporate attitude and sense of stewardship in terms of timely and accurate release of information</p> <p>We will improve the experience of our customers and employees, identify efficiencies and better ways of working; and position ourselves to meet challenges that lie ahead.</p> <p>We will continue to ensure compliance with our statutory</p>		<p>SO.28. Improve internal and external communications and engagement to build a more informed community</p> <p>SO 29 Strengthen public service governance and organisational structures</p>		<p>Effective efficient and accountable public sector</p>

		governance obligations in relation to their stewardship and delivery of overarching goals and objectives.				
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6. Health & Social Care Portfolio Delivery Plan

Portfolio Priority:1						
Delivery of core and preventative health services						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
Maintain food and water laboratory service accreditation	Chief Medical Officer	Maintain UKAS accreditation of the food and water laboratory	Accredited October 2021	Accreditation maintained	Accreditation maintained	Accreditation maintained
Child immunization compliance	Director of health	% children receiving the standard immunisation offering	New KPI	95%	95%	95%

Portfolio Priority:2						
Ensure a safe statutory offer for children and adults						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
Establish service improvement standards.	Adults Social Care Team Manager	% referrals in Adults actioned within 24 hours	93 %	94 %	96%	98%
Compliance with Adults procedures in line with legislation and good practice	Adults Social Care Team Manager	% support plans for adults living in the community reviewed within timescale (initial, complex & standard)	93%	94%	96%	100%

Review and implement service response procedures	Adults Social Care Team Manager	Adult assessment within 28 working days	81 % in 20/21	90 %	94 %	98%
Establish service improvement standards.	Children Social Care Team Manager	% referrals in Children actioned within 24 hours	89% in 20/21	92 %	96 %	98%
Safe staffing ratios across all children's service areas.	Children Social Care Team Manager	Children's Residential Home: Staff to Children ratio	Current staffing levels (staff to children) 1:1	1:2	1:2	1:2
Compliance with Childcare procedures in line with legislation and good practice.	Children Social Care Team Manager	% child protection cases which were reviewed within timescale (3 monthly)	87%	95%	100%	100%
Review and implement service response procedures	Children Social Care Team Manager	Childcare assessments delivered within 35 working days	31 % in 20/21	65 %	96%	98%
Review and implement service response procedures	Service Managers	% reviews completed to timescale (residential sheltered & supported living)	98% in 20/21	100%	100%	100%
Safe staffing ratios across all adult service areas.	Director of Social Care	Residential and supported accommodation: staff to Resident/service user ratio	Current staffing levels (staff to resident) 1:5	1:3	1:3	1:3
Develop Domiciliary	Director of Social Care	% community care service users increased to	32% in 20/21	33%	7%	7%

support services to allow the over 65's to remain in their own homes for longer.		decrease the impact on residential services in St Helena				
Social Care staff are developed and continuously equipped with the requisite skills	Director of Social Care	% social care staff with up to date mandatory training	50% in 2021/22	50%	70%	90%
Efficient probationary service	Probation Officer	Number of initial sentence plans completed to timescale (15 working days)	New		90%	95%
Efficient probationary service	Probation Officer	Number offered initial community service session within 10 days	New		90%	95%
Efficient probationary service	Probation Officer	Number of custodial sentences plans reviewed at 1/3 and 2/3 points	New		90%	95%

Portfolio Priority: 3

primary prevention and management of chronic diseases

Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
Maintain chronic disease management service	Diabetic Community Nurse	% registered diabetics with good management	47% as at Mar 2022	>50%	>60%	>70%
Maintain chronic disease management service	Diabetic Community Nurse	% registered diabetics that receive annual retinopathy screening	>60%	>70%	>80%	>85%
Maintain chronic disease management service	Diabetic Community Nurse	% registered diabetics that receive an annual HbA1c check	68%	>60%	>80%	>85%
Maintain chronic disease management service	Director of health	% people with hypertension that receive at least 1 blood pressure assessment annually	New KPI		90%	98%

Portfolio Priority:4						
Promote healthy lifestyles						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
Establish a smoking cessation system within health service	Health Promotion Lead	% smokers who have stopped smoking at 4 weeks, after a set quit date	0% in 2020/21	15%	30%	35%
Health Monitoring	School Nurse	% weighing at key stages	New KPI	90%	92%	94%
Health Monitoring	Dietitian	% adults attending GP appointments weighed, graded and recorded on EMIS	New KPI	90%	92%	94%

Portfolio Priority:5						
Provide access to specialist and tertiary care						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
Provide specialised psychological interventions	Mental Health Lead	Telehealth – % mental health patients with access to a remote consultation within 6 weeks of initial assessment.	80%	90%	90%	95%
Provide specialist secondary/ tertiary care in time	Overseas Medical Liaison Officer	Proportion of people who depart for treatment on their agreed date	New KPI		90%	95%

Elective surgery	Chief Medical Officer	Waiting times for elective surgery maintained at 18 weeks	71% in 2021/22		90%	95%
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Portfolio Priority:6
Provide evidence based primary and secondary health-care

Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
Maintain access to GP services	Director of Health	% waiting time for GP appointments maintained at less than 10 working days		90%	90%	98%
Denture replacement timescales	Dentist	% waiting time for the construction of new dentures to be maintained at less than 6 months	80% achieved in 2021/22	80%	80%	80%
Ensure cancer patient Safety	Oncology Nurse	% extravasation and port infections acquired	New KPI		0%	0%

Portfolio Priority:7

Provide a health and social care governance system

Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
Patient complaints received are reviewed and responded to within the agreed timeline	Head of Governance	% patient complaints received that are reviewed and responded to within the agreed timeline as laid out in the complaints, comments and compliments procedure	New KPI		90%	98%
Establish a clinical audit plan	Head of Governance	% completed planned audits in health	NEW KPI		75%	90%
Establish a clinical audit plan	Head of Governance	% completed planned audits in social care	NEW KPI		75%	90%

7. Financial projections:

The table below shows the Health & Social Care Portfolio's financial projections for the 3-year planning period with a summary of outputs linked to budget submissions. Links are also made to Portfolio Priorities and Strategic Objectives where relevant.

Outputs	Cost Centre	2021/22	2022/23	2023/24	Portfolio Priority	Strategic Objective
		£'000	£'000	£'000		
Management & Administration	23-2300	443	350	352	Provide a health and social care governance system	SO 29 Strengthen public service governance and organisational structures
Medical Services	23-2301	1563	1542	1236	Delivery of core and preventative health services	SO 19. Ensure all people have access to safe and reliable health services
Hospital Acute Care	23-2302	959	760	766	Provide evidence based primary and secondary health-care	SO 19. Ensure all people have access to safe and reliable health services
Overseas Medical Services	23-2303	1900	1700	1750	Provide access to specialist and tertiary care	SO 19. Ensure all people have access to safe and reliable health services
Community Care	23-2304	267	221	201	Promote healthy lifestyles	SO.20. Reduce the prevalence of non-communicable chronic diseases/ long term conditions
Dental Services	23-2306	155	120	120	Delivery of core and preventative health services	SO 19. Ensure all people have access to safe and reliable health services
Environmental Health Services	23-2307	211	182	184	Delivery of core and preventative health services	SO 19. Ensure all people have access to safe and reliable health services
Laboratory Services	23-2308	356	327	327	Delivery of core and preventative health services	SO 19. Ensure all people have access to safe and reliable health services

Covid Response	23-2309	122	335	336	Delivery of core and preventative health services	SO.21 Implement resilient and robust approaches to prevent and manage communicable diseases
Mental Health Services	23-2310	128	95	72	Delivery of core and preventative health services	SO 19. Ensure all people have access to safe and reliable health services
Support Services	29-2900	167	75	100	Provide a health and social care governance system	SO 29 Strengthen public service governance and organisational structures
Piccolo Supported Accommodation and Respite	29-2902	164	152	154	Ensure a Safe Statutory Offer for children and Adults	SO16. Protect the wellbeing of all vulnerable members of society
Deasons	29-2903	84	80	51	Ensure a Safe Statutory Offer for children and Adults	SO 15. Ensure that children, young people and adults grow and thrive in a safe, secure and inclusive environment.
Community Care Centre	29-2904	1247	1141	1119	Ensure a Safe Statutory Offer for children and Adults	SO16. Protect the wellbeing of all vulnerable members of society
Outreach Day Care & Occupational Therapy	29-2905	251	240	252	Ensure a Safe Statutory Offer for children and Adults	SO 15. Ensure that children, young people and adults grow and thrive in a safe, secure and inclusive environment.
Probation Services	29-2907	13	9	10	Ensure a Safe Statutory Offer for children and Adults	SO16. Protect the wellbeing of all vulnerable members of society
Adults Services	29-2909	973	971	991	Ensure a Safe Statutory Offer for children and Adults	SO16. Protect the wellbeing of all vulnerable members of society
Children's Services	29-2910	222	254	246	Ensure a Safe Statutory Offer for children and Adults	SO 15. Ensure that children, young people and adults grow and thrive in a safe, secure and inclusive environment.

Ebony View	29-2911	203	164	163	Ensure a Safe Statutory Offer for children and Adults	SO16. Protect the wellbeing of all vulnerable members of society
Cape Villa	29-2913	162	146	149	Ensure a Safe Statutory Offer for children and Adults	SO16. Protect the wellbeing of all vulnerable members of society
Domestic Abuse	29-2914	13	12	12	Ensure a Safe Statutory Offer for children and Adults	SO16. Protect the wellbeing of all vulnerable members of society
Total Recurrent Allocation		9603	8876	8591		
Other Funding		0	0	0		
Total Other Funding		0	0	0		
Total Funding		9603	8876	8591		

8. Workforce Plan:

The Health & Social Care Portfolio recognises that our success in delivering our Strategic Goals and achieving our Strategic Objectives and Policy Priorities depends on having the right number of people with the right skills, experiences, and competencies in the right jobs at the right time. The Portfolio's 5-Year Workforce (Action) Plan is an internal document which underpins this Portfolio's Strategy and Delivery Plan.

9. Risk Management and Mitigation

The Health & Social Care Portfolio's Risk Register is shown as Appendix H to this Portfolio Strategy and Delivery Plan. In summary the main risks that cannot be managed at directorate or portfolio level are summarised below:

Health Care:

- Patient/safety
- Electronic patient record systems (EPR)
- Estates failures, inclusive of buildings and equipment.
- Recruitment and retention of suitably qualified officers.

Social Care:

- Recruitment and retention of both qualified and unqualified officers.
- Budgetary restraints.
- Estates failures, inclusive of buildings and equipment.
- Lack of affordable housing resulting in budgetary requests from housing due to homelessness of families with young children.