

Health and Care Jersey Annual Plan 2026



Health and Care
Jersey

Contents

Foreword by the Interim Chief Officer of Health and Care Jersey	3
The Health and Social Services Minister and Assistant Ministers	4
Future Jersey Vision and the Island Outcomes.....	4
Our Aim	5
Impact of the 2026 Annual Plan.....	5
Top 5 improvements for our patients / service users.....	5
What will be different in a year.....	6
Budget 2026 to 2029.....	6
Our Health and Care System.....	6
Integrated Partnership Working	6
Preventing illness.....	7
Digital health	7
New Healthcare Facilities Programme (NHFP)	7
Governance and Leadership	8
Senior Leadership Team.....	8
The Health and Care Partnership Board	9
Health and Care Services	10
Acute Services.....	10
Mental Health, Social Care and Community Services	10
Medical Directorate	11
Nursing, Midwifery and Allied Health Professionals (AHPs).....	11
States of Jersey Ambulance Service.....	12
Medical Officer of Health (MOH).....	12
Public Health.....	12
Strategic Health Policy and Legislation	13
Strategic Change, Commissioning and Partnerships	13
Digital Health and Informatics	13
Strategic Planning and Projects	13
Workforce	13
Finance and Commercial.....	13
Communications.....	14
Estates and Non-Clinical Support Services	14
Health and Care Jersey in Figures.....	15
Priorities and Objectives for 2026.....	16

Developing the Priorities for 2026	16
Priority: Quality, Safety and Improvement.....	17
Priority: Health Promotion and Protection	19
Priority: Access to Care	21
Priority: Experience of Care.....	23
Priority: A Well-Led Department.....	25
Laying the Foundations for Future Health and Care	27
Integrated Partnership Working	27
Integrated Digital Health Systems.....	27
New Healthcare Facilities Programme (NHFP)	28



Foreword by the Interim Chief Officer of Health and Care Jersey



It is my great privilege to introduce the Health and Care Jersey Annual Plan for 2026, a document that reflects the dedication, compassion and professionalism of an extraordinary department. Health and Care Jersey is more than a collection of services, it is a community of people united by a shared purpose, to care for our Island's population with integrity, skill and compassion. Whether through direct care provision, administrative coordination, or operational support, everyone plays a vital role in the health and wellbeing of Islanders. The principles of care and support are not just aspirations; they are embedded in our daily practice.

We are looking ahead to 2026 with optimism and ambition. The new Health and Care Partnership Board, alongside the existing Health and Care Advisory Board, will help to transform health and care across the Island. The Boards bring together voices from across public service, primary care, community services, the charitable sector, and the public, to shape strategy, guide investment, and ensure that our services are aligned with the needs of the people we serve. This marks a new era of collaboration, transparency, and shared accountability, the hallmarks of a modern, resilient health and care system.

We are also looking forward to progressing the new acute hospital to improve our facilities and working with the Jersey Care Commission as statutory inspection is expanded across health and care.

The importance of prevention and digital transformation was acknowledged and supported by the States Assembly; 2026 will see additional investment in these areas, and we have ambitious plans that recognise the critical enabling function of digital health, both in delivering health and care services, in providing greater control to patients and service users, and to embrace an exciting future which includes harnessing digital innovation, such as the power of AI.

This Annual Plan sets out our priorities for the year ahead, grounded in evidence and shaped by listening to our staff, patients, carers and stakeholders, whilst also considering professional standards, audit findings, population health data, and budgetary limits. The result is a plan that aims to provide a 'golden thread' that links our strategic objectives to individual goals and team efforts, so that everyone in Health and Care Jersey can see how their work is important and contributes to our aims.

We also recognise the importance of balancing ambition with achievability. We face real pressures, from the challenges of resourcing and rising demand to the need to prioritise effectively. I would like to acknowledge and thank all colleagues in Health and Care Jersey for their dedication and resilience, and for striving to deliver health and care with compassion, in often challenging circumstances.

Our focus remains clear, to improve quality, safety and the experience of care; promote health and protect against threats; improve access to care and address inequities; and lead with compassion and integrity. We will invest in our people, embrace digital innovation, and pursue improvements to our services, whilst deepening our relationships with partners outside of Health and Care Jersey. Over the next year, Islanders will see a health and care system that continues to improve, that involves them more, that moves forward with digital enablement and that invests in prevention to help people live healthier lives. They can also expect to continue to see us working transparently, reporting in public, and focusing on reducing waiting times within our fixed budget.

Thank you for your continued commitment and contribution. Together, we are building a health and care system that Jersey can be proud of, one that is responsive, inclusive, and prepared for the future.

Tom Walker, **Chief Officer, HCJ**

The Health and Social Services Minister and Assistant Ministers



Deputy Tom Binet
Minister for Health and
Social Services



Deputy Andy Howell
Assistant Minister



Deputy Barbara Ward
Assistant Minister



Deputy Rose Binet
Assistant Minister

Future Jersey Vision and the Island Outcomes

“An Island loved for its beautiful coast and countryside, rich heritage, diverse wildlife and clean air, land and water. An Island where a sense of community really matters - a safe place to grow up and enjoy life. An Island that offers everyone the opportunity to contribute to, and share in, the success of a strong, sustainable economy.”

The long-term vision for Jersey’s sustainable wellbeing was set out in the 2017 Future Jersey vision. It is based around 10 Island Outcomes show how Jersey is progressing towards its Sustainable Wellbeing goals. They are separated into 3 themes: community wellbeing, economic wellbeing and environmental wellbeing, each of which have a set of outcome indicators to help measure progress.



Ministers and their departments are guided by the Island Outcomes. The theme of Community Wellbeing is about the quality of people’s lives. The work of Health and Care Jersey contributes to this theme, particularly towards the outcome of Health and Wellbeing.

The [Common Strategic Policy 2024 to 2026](#) builds on the Future Jersey vision. In it, the Council of Ministers (CoM) identified 13 priorities where it believes it can deliver meaningful and measurable progress. This includes the stated key priority of starting to build a new hospital at Overdale to improve healthcare quality for Islanders and develop long-term plans to replace outdated facilities.

Our Aim

At Health and Care Jersey, we aim to enable Islanders to live longer, healthier and productive lives, through providing safe, sustainable, affordable and integrated services in partnership with others.

To deliver this aim, we are committed to creating a well-led and supportive workplace that empowers staff to improve care and outcomes through teamwork and shared values. By fostering a culture where colleagues feel safe, respected, and aligned with common goals, we strengthen the foundation of our health system and enhance the experience of care for all.

Impact of the 2026 Annual Plan

By the end of 2026, waiting times for urgent diagnostics and referrals will start to reduce. Patients will have greater control over their care through digital tools that mean they can manage their own appointments, access their test results, and communicate directly with their care teams. Islanders will start to experience a health and care system that is more connected, responsive, and person-centred. Everyday experiences, from hospital food standards to timely patient transport, will reflect a commitment to delivering the right care, in the right place, at the right time. Islanders will see visible progress on new healthcare facilities and greater transparency through regular reporting and engagement.

Top 5 improvements for our patients / service users

Faster access to diagnostics

We will introduce digital referral systems, meaning patients will have faster access to diagnostics and that results are sent to their GP more quickly. This helps to reduce the anxiety that can be associated with waiting for test results, and ensure Islanders receive the treatment and care they need more quickly.

Reduced waiting times & improved flow

As demand continues to rise, we will maximise what we can achieve within existing resources to reduce waiting times, with a particular focus on cancer pathways. We will continue to work with community partners to improve the way we plan for discharge, minimising the time patients are in hospital and ensuring they can return home as soon as it's safe to do so, to recover in familiar surroundings.

Greater involvement in care decisions

Patients and service users will start to be able to choose their appointments and to access their records through the *Patient Knows Best* online portal, providing Islanders with greater control and more involvement in their care. We will also introduce more ways for people to have their say, for example through more patient and service user groups, and through our new volunteer service.

Improved food & nutrition standards in care settings

Improved menus will be brought into all inpatient settings, providing a better experience through appetizing, nutritious meals.

Better Patient Transport Services (PTS)

We will improve the Patient Transport Service, to ensure that those who are eligible can be brought to and from their appointments in comfortable vehicles with the minimum possible waiting and journey times.

What will be different in a year

Waiting times will be shorter for urgent diagnostics, referrals, and elective care, thanks to improved flow and digital scheduling.

Patients will feel more in control of their health, with access to digital records, clearer information, and more involvement.

Care will feel more joined-up, with ambulance, acute, community, and social care working seamlessly together under the new Partnership Board.

Staff will report higher satisfaction due to better digital tools, clearer governance, a culture of openness (e.g. Freedom to Speak Up Guardian) and more opportunities to express their views about how we can improve services.

Public confidence will grow as transparency increases, Islanders will see regular reporting, engagement opportunities, and visible progress on the new healthcare facilities.

Budget 2026 to 2029

Under the Public Finances (Jersey) Law 2019, the Council of Ministers must consider the long-term sustainable wellbeing of Jersey's population, including economic, social, environmental, and cultural factors, when preparing the annual Budget. This ensures that decisions support both current and future generations of Islanders.

Health and care services face significant pressures, with rising demand, increasing complexity of needs, and workforce challenges, all within the constraints of a set budget. Delivering high-quality, safe, and equitable care under these conditions requires careful prioritisation, innovation, and efficiency. Balancing ambition with financial sustainability is essential to ensure we meet Islanders' needs today while safeguarding the future.

Health and Care Jersey is taking steps to help manage growing pressures and prepare for future demographic changes through the development of new hospital facilities, digital transformation and prevention. Investment in the HCJ estate includes specialist accommodation and hospital renovations to maintain safe, modern care, while preparing for new healthcare facilities.

Digital priorities are also being advanced through enhancements to a single patient record and e-referrals systems, including for mental health services. And the 'Prevention First' approach will start to see investment in stopping more people from becoming ill, which improves Islanders' quality of life and saves on the costs of treating preventable illness in the future. [Proposed Budget 2026 to 2029.pdf](#)

Our Health and Care System

Integrated Partnership Working

Integrated services are more efficient and effective and help ensure that public money is well spent. This is important in Jersey as our population ages and the costs of care and treatment increases. In late 2024, the Minister for Health and Social Services outlined a vision for a health and care system that works together to:

- Improve Islanders' health and wellbeing through population-level initiatives and seamless services that enable Islanders to live, happy, healthy, productive lives

- Meet needs through the delivery of safe, high-quality, seamless services that deliver value for money.

The new approach for Jersey's health and care governance was approved by the States Assembly in October 2025. It introduces a dual-board structure to enhance integrated partnership working, retaining the existing Health and Care Jersey Advisory Board to oversee the quality and safety of the services that Health and Care Jersey deliver, whilst also establishing a new Health and Care Partnership Board.

The Boards will advise the Minister and drive strategic change through shared principles of prevention, efficiency, data use, and strong partnerships. Organisations and professionals across health and care will have a voice in shaping Jersey's future services. Working alongside the patient and public forum and the Wider Determinants of Health Ministerial Group, they aim to tackle complex challenges, promote joined-up care, and ensure fair, affordable access to services. Further information is presented on page 28 of this Annual Plan.

Preventing illness

By investing in prevention, we can reduce suffering, keep each other healthy for longer, contain future health and care costs and make Jersey a more enjoyable and attractive place to live, visit and do business. Preventing illness is cheaper than treating it. Enabling people to stay healthy for longer helps people continue to contribute to their work, families and communities. As an Island community, this benefits us all.

Digital health

Digital health is a strategic enabler of system-wide reform, unlocking the data, intelligence, and connectivity required to deliver integrated, resilient, and person-centred care across Jersey. By enabling timely and secure sharing of patient information, the investment in digital health foundations will help prevent medical errors, reduce duplication of tests, and support more coordinated, efficient and effective care. Further information is provided on page 27 of this Annual Plan.

New Healthcare Facilities Programme (NHFP)

This is the largest capital programme in Jersey, and is essential in ensuring high quality, sustainable and appropriate facilities from which to deliver care for the decades to come. The New Healthcare Facilities Programme Team lead all aspects of the design, planning and delivery of a range of new healthcare facilities for Jersey. Development is well underway in line with the scope of works set out in the Strategic Outline Business Case (and subsequent business cases). The scope for Phase 1 is to deliver a new Acute Hospital at Overdale and make meaningful progress at Kensington Place and St Saviour for ambulatory, mental health and therapeutic services and ancillary infrastructure. Further information on priorities for 2026 is provided on page 28 of this Annual Plan.

Governance and Leadership

Set up in June 2023, the [Health and Care Jersey Advisory Board](#) is a key element of the formal governance structures for HCJ. The Advisory Board uses strategic planning and rigorous oversight, with a culture of transparency and accountability, to address key issues and progress further improvements in quality and safety, operational performance, financial management, and workforce development. The Advisory Board Terms of Reference state that the Board comprises Non-Executive Directors and Executive members with voting rights:

Non-Executive Directors

Carolyn Downs CB

Professor, The Baroness Clare Gerada DBE

David Keen

Julie Garbutt

Tony Hunter OBE

Voting Executives

Tom Walker

Chief Officer

Simon West

Medical Director

Tabetha Darmon

Director of Nursing, Midwifery and Allied Health Professionals

Hazel Cunningham

Interim Director of Finance & Commercial

Other HCJ Executive Directors attend as non-voting members, ensuring a broad representation and involvement from across the department's service delivery and central functions:

The Advisory Board has three Committees which meet regularly to provide guidance and accountability for People & Culture, Quality, Safety & Improvement, and Finance & Performance.

The Board Assurance Framework (BAF) aims to provide the Advisory Board with assurance that the key risks relating to the delivery of HCJ's strategic objectives, including the priorities outlined in this Annual Plan, are being managed appropriately. In addition, operational metrics are reviewed in monthly performance meetings for clinical and care services; these are reported to the Advisory Board through monthly [Quality and Performance Reports \(QPR\)](#).

Senior Leadership Team

Health and Care Jersey is led by experienced colleagues, many of whom have a clinical background. Those in non-clinical leadership roles have the relevant professional qualification and/or background in planning and delivering health and care services. This means that our leadership team is passionate about putting patients, service users and Islanders first. Values are important to our teams, and we committed to compassionate leadership

The Senior Leadership Team (SLT) is clinically led and is responsible for making decisions to tackle the long-term challenges faced by the health and care sector, improve and protect the island's health, and ensure the delivery of safe, high-quality and sustainable care. Decisions are informed by clinical and professional considerations and aim to be values-led, evidence-based, outcomes-focused, and centred on delivering patient-focused, proactive and responsive care. Each Care Group and team is represented by their Chief of Service or equivalent senior manager. Professional heads attend to represent their colleagues, and REACH representatives provide insight from a diversity and inclusion perspective.

A number of clinical committees provide focused / specialist governance for specific aspects of health and care. These include, for example, the Vaccination Board, Screening Board, Medicines Optimisation Committee, Safeguarding Assurance Committee and Risk Management Committee.

The Health and Care Partnership Board

The [Partnership Board](#) will be set up in early 2026. The Partnership Board will be non-statutory, bringing together government and non-government health and care providers, such as GPs, pharmacists, and voluntary groups, to collaboratively plan and improve services across the Island. The Board will make recommendations to the Minister on how best to tackle complex challenges (for example, how to support islanders to stay well, how to provide fair, affordable access to care, how to address barriers to joined up care) and resolve day-to-day emerging barriers to the delivery of safe, effective, affordable, joined-up services to Islanders.



Health and Care Services

Acute Services

Women's, Children and Family. Provides services throughout the hospital and community that relate to women, children and families, including maternity, gynaecology, assisted reproduction and the special care baby unit. The care group is responsible for gynaecology outpatient services offering an early pregnancy assessment, colposcopy, assisted reproduction clinics, termination of pregnancy service and other specialist clinics relating to women's health.

Surgical Services. Provides specialist hospital functions covering our inpatient wards, the Day Surgery Unit, the Operating Departments, and Intensive Care. The Surgical Services care group also includes the Pain Service, Radiology Department. [Surgical Services Care Group](#)

Medical Services. Supports emergency care and medical speciality services and includes the Emergency Department and Acute Assessment Unit at the hospital as well as the medical inpatient wards, outpatient specialisms and Pathology.

Operational Resilience. Ensure services run safely and effectively, even during disruptions, by leading business continuity planning and emergency preparedness.

Private Patients Services. Provides consultant-led care with flexible access to diagnostics, treatment, and surgery, offering choice of consultant, shorter waiting times, and recovery in private en-suite rooms for insured or self-funding patients.

Mental Health, Social Care and Community Services

Adult Social Care. Provides social care assessment and support, as well as social work services and coordination of placements and care packages. The care group also includes a range of services for people with learning disabilities (including residential and community services) and our Safeguarding Adults team.

Adult Mental Health. Provides a wide range of mental health assessment, treatment and support services for adults of all ages with mental health needs, both within the community and inpatient services. Mental health services work in close partnership with service users, carers and other agencies (including the police, children's services and social care) as well as with voluntary sector and charitable partners.

Drug & Alcohol Services. Provides confidential support, treatment, and education for those affected by substance misuse, including counselling, detox, prescribing, needle exchange, testing, youth support, group therapy, and work with residential providers to promote recovery and wellbeing.

Community Services. Provides intermediate care, therapies (across hospital and the community), telecare, Sandybrook nursing home, Samarès rehabilitation ward and the hospital discharge team.

Medical Directorate

Medical Education. Oversees medical education for doctors, nurses, and AHPs, hosting Foundation Year 1 & 2 residents from the Wessex Deanery on four-month rotations, along with GP trainees in both services and General Practice. Education is supported through the postgraduate centre with regular teaching sessions for staff

Hospital Pharmacy. Ensures the safe and effective use of medicines across all areas of care, supported by legislation, education, and digital technologies. Through medicines optimisation, promote appropriate and cost effective use, with professionals working closely with healthcare teams to safeguard patients and support prescribers. The team procures, verifies, dispenses, and distributes medicines across care settings, supports vaccine programmes, and relies on pharmacy assistants to ensure accurate dispensing and high standards of safety. [Pharmacy at General Hospital](#)

Chief Pharmacist's Office. Oversees pharmacy services across Jersey, ensuring safe and sustainable use of medicines through optimisation, regulation, innovation, and workforce development. The team advises on controlled drug policies, manages medicines optimisation, and regulates the manufacture and licensing of pharmacies and professionals to ensure strong governance and better patient outcomes.

Quality and Safety. Provides clinical governance oversight through incident review panels, safety huddles, and external reviews. The team works with the Viscounts office on inquests, produces mortality data to support the 'learning from deaths' framework, and is responsible for the Annual Quality and Safety account.

Nursing, Midwifery and Allied Health Professionals (AHPs)

Nursing, Midwifery and Allied Health Professionals (AHPs) professional leadership. Provides leadership for nursing, midwifery, and allied health professionals, accountable for patient safety, quality, experience, and outcomes. Ensures research, education, and development are embedded in practice, while supporting care groups to maintain safe staffing in line with Jersey Care Commission standards.

Chaplaincy. Provides spiritual and emotional support for patients, families, and staff, offering confidential spaces for reflection, prayer, services, and wellbeing.



Patient Experience. Focuses on the aspects of care most valued by patients, including timely access, clear information, responsive support, and good communication. It is a key part of care quality, ensuring services are safe, effective, compassionate, and person-centred. [Patient and visitor advice and support](#)

Infection Prevention & Control (IPAC) and Tissue Viability Service. Prevents and manages infections, supports providers and schools, monitors safety trends, and delivers specialist wound care.

Safeguarding. Safeguarding protects children and vulnerable adults from harm, abuse, and neglect through partnership working.

Freedom to Speak Up Guardian (FTSUG). Provides a safe way for staff to raise concerns, promoting openness, improvement, and better patient safety. [Freedom to Speak Up Guardian \(FTSUG\)](#)

Chief Nurse Quality Team. Ensures effective audit and monitoring to uphold care standards, supporting self-assessments and quality improvement.

States of Jersey Ambulance Service

The Ambulance Service delivers 24/7 emergency and urgent care, dispatch coordination, and non-emergency transport to support patient care across the island. It plays a vital role in emergency planning and major incident response, working closely with partners including voluntary agencies. The team ensures safe, high-quality care through oversight of clinical standards, incident reporting, continuous improvement, and staff training, while managing risk assessments and regulatory compliance to foster accountability and learning. It also oversees coordination, logistics, and resource management, including dispatch, patient transport, call handling, and community first responders, maintaining service readiness, managing equipment and vehicles, and supporting frontline staff to provide timely, effective care.

Medical Officer of Health (MOH)

The statutory functions and powers of the MOH are established under a wide range of legislation. These statutory provisions are designed to keep the island safe. The relevant laws cover areas such as advising on the management of infectious disease, the health risks from water and food, advising on the administration of controlled drugs and duties to authorise cremation and repatriations. All doctors are obliged to inform the Medical Officer of Health of notifiable diseases, so that these can be monitored.

Public Health

Prevents illness, promotes healthier lifestyles, and protects the population from infectious diseases and other health threats. The team supports Islanders to live healthier lives by implementing evidence-based policies and encouraging positive health behaviours. Public Health tackles inequalities through community engagement, promoting healthy lifestyles, vaccines, and evidence-based interventions. By working across the public service and with private sector partners, Public Health aims to reduce healthcare costs, increase life expectancy, and build a healthier, more resilient Jersey community. Public Health comprises of Public Health Intelligence, Health Promotion, Health Protection, Public Health Communications, Healthcare Public Health and Public Health Commissioning.

Strategic Health Policy and Legislation

Shapes the island's health and care system through evidence-based policy development and system-wide coordination. Its functions include designing and implementing long-term health strategies, supporting legislative reform, and aligning health priorities with population needs and financial sustainability. The team works closely with clinical teams, public health, government bodies, and external partners to ensure that policies are informed by data, best practice, and stakeholder engagement.

Strategic Change, Commissioning and Partnerships

Strategic Change, Commissioning and Partnerships works with government and Island health and care providers to transform priorities, structures, and delivery models, aiming to improve population outcomes, integrate services, and ensure sustainable, person-centred care. The team continuously develops services and allocates resources by assessing Islanders' needs, strategically planning and developing services, procuring and contracting delivery, and monitoring and evaluating outcomes in partnership with other government departments and providers. [The Commissioning team](#)

Digital Health and Informatics

Utilises digital systems and technologies to build a more connected, data-driven health and care system for Jersey. Effective digital systems support clinicians to deliver accessible, joined-up, person-centred care for our patients, clients, and service users. Digital Technologies can enable more independent living and reduce the need for hospital admissions. The Health Informatics Team provides operational and performance analytics to inform decision-making and helps us to provide actionable insight and benchmark our services.

Strategic Planning and Projects

Works across the department and with stakeholders to devise and deliver strategic plans, including the Annual Plan, while reporting on progress and leading responses to internal and external audit reviews. It also manages specific projects, including the implementation of strategic policy developments, and provides governance and support for the Advisory Board, Partnership Board, Executive and Senior Leadership Teams, as well as individual executives.

Workforce

Shapes the workforce to meet changing health and care needs, making sure staff have the right skills, behaviours, and roles to deliver safe and sustainable services. The team supports long-term goals by building talent pipelines, developing leaders, and promoting a culture of improvement and inclusivity. By aligning people strategies with service redesign and using workforce data, policies, and partnerships, Workforce helps the department adapt to demographic shifts, financial pressures, and patient needs while maintaining high-quality care.

Finance and Commercial

Provides financial leadership, oversight, and support to help Health and Care Jersey deliver services within its budget. It manages planning, budgeting, performance, and risk, while promoting accountability and value for money. The team also handles contracts, governance, and investment to maintain high-quality care, improve efficiency, encourage innovation, and manage supply-chain risks and contingency planning.

Communications

Communications colleagues provide strategic oversight of all internal and external communications, across the HCJ portfolio. Through clear, timely, and engaging internal communications, the teams help to support a well-informed and connected workforce. Externally, the teams manage media relations, public information campaigns, and stakeholder engagement to ensure transparency, trust, and alignment with the wider goals of Government. The teams play a key role in public health promotion and ill health prevention, crisis communications, reputation management, and promoting the work of HCJ.

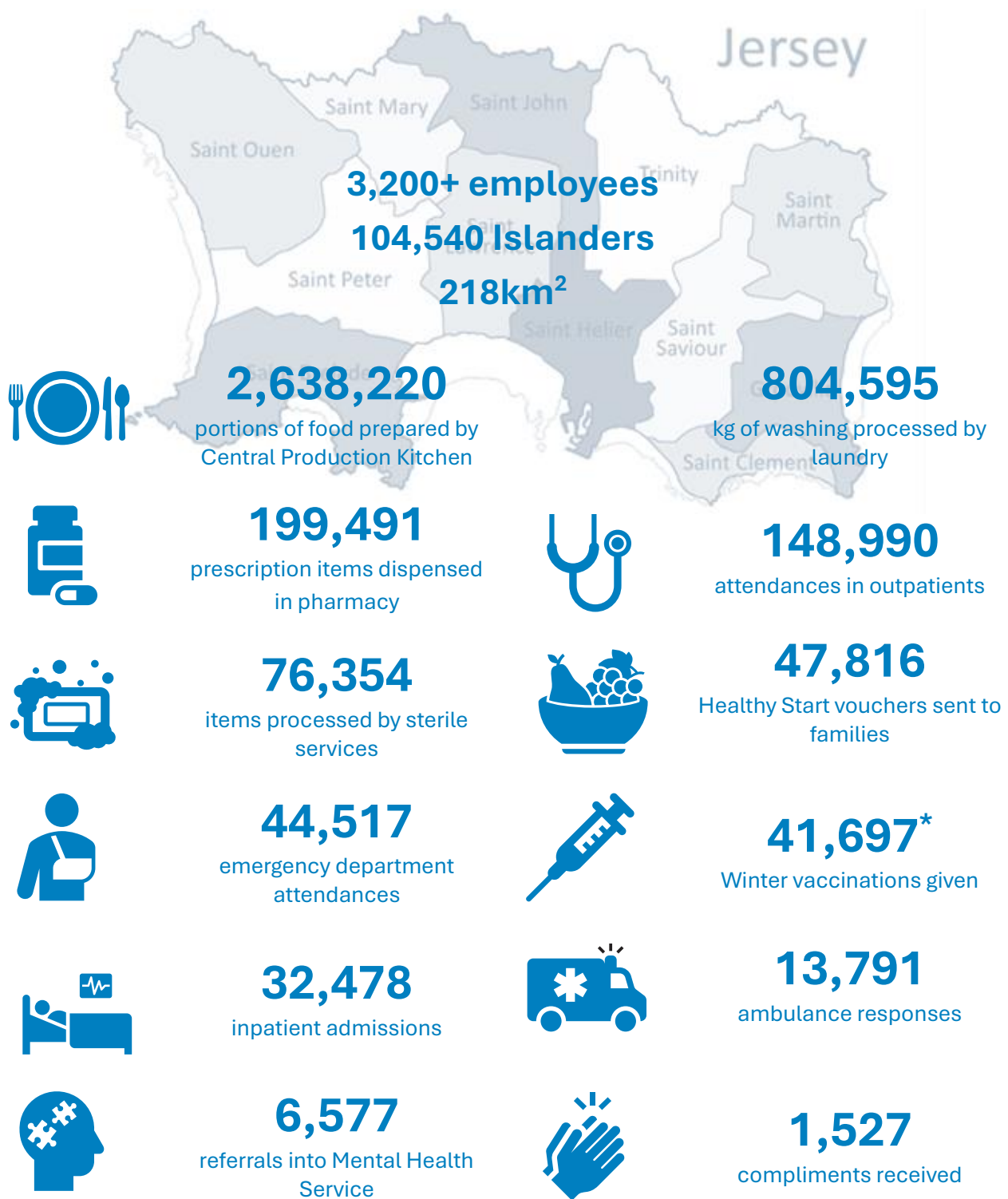
Estates and Non-Clinical Support Services

Provides all building infrastructure management for government-provided health and care services, including planned preventative maintenance, reactive maintenance, mechanical and electrical services, medical equipment servicing, grounds maintenance, fire safety, and capital projects.

Provides Health and Care Jersey's logistics functions, working in direct support of all clinical care groups to provide the essential services that support the patient pathway, for example laundry, housekeeping and sterile services. [Non-Clinical Support Services \(NCSS\)](#)



Health and Care Jersey in Figures



*Note: all figures are for 2024, except *winter vaccinations given during the 2024/2025 season*

Priorities and Objectives for 2026

Developing the Priorities for 2026

The Health and Care Jersey Annual Plan was developed through an inclusive process. It incorporated insights from two staff engagement surveys, facilitated sessions with both staff and managers, and targeted workshops with the Senior Leadership Team (SLT). The development also included a focused session with the Advisory Board and input from a Task and Finish group that convened over a four-week period, ensuring broad engagement and diverse perspectives throughout.

The development also drew on patient surveys, professional standards, strategic frameworks, audit and report feedback, population health data, and budgetary considerations. A key principle throughout was establishing a “golden thread” to ensure that the overarching objectives of the annual plan are clearly reflected in individual performance goals. The resulting plan is designed to be valid, achievable, enduring, adaptable, and firmly grounded in evidence





Priority: Quality, Safety and Improvement

Quality, safety, and continuous improvement are vital to Health and Care Jersey to ensure that services are consistently effective, compassionate, and responsive to the needs of the Island's population. In a small community, where resources and services must be carefully coordinated, maintaining high standards protects patients, supports staff, and builds public trust.

Objective 1

We will work better together, within HCJ and across the system to improve prevention, treatment and care.

Actions we will take

- Establish the Health and Care Partnership Board by March 2026 and agree priorities for year 26/27
- Focus on enhancing multidisciplinary, modern ward rounds and shared care
- Ensure health and care service improvements are co-designed with system partners and people who access services throughout 2026.

Objective 2

We will strengthen safe prescribing, modernise practices, enhance medicines regulation, and optimise the use of medicines.

Actions we will take

- Implement and audit updated prescribing protocols
- Implement enhanced regulation and oversight of controlled drugs
- Introduce medicines optimisation plans across HCJ services

Objective 3

We will embed the Quality Improvement (QI) approach across all services, ensuring continuous learning and measurable impact.

Actions we will take

- Progress quality improvement projects across HCJ, which clearly demonstrate progress, improvements and outcomes
- Improve clinical governance processes which will demonstrably embed learning from incidents into practice and share across teams by tracking the actions initiated through the formal care group governance meetings
- Prepare for, and respond to, the expansion of Jersey Care Commission inspections of HCJ services.

Objective 4

We will introduce new ways for colleagues to provide feedback and contribute ideas for service improvement and patient safety, ensuring transparency and responsiveness.

Actions we will take

- Launch a staff suggestion platform by July 2026
- Increase engagement and awareness in Freedom To Speak Up, including education to all staff and visible leadership by senior leaders
- Implement governance mechanisms to collate and regularly review feedback from colleagues (including issues raised through Speaking Up), identify actions, and feed back across the organisation by July 2026

Objective 5

We will continue to improve End of Life care and prepare for the possibility of Assisted Dying and End of Life legislation.

Actions we will take

- Review and update End of Life care pathways, in partnership with service users, families and clinicians by end of 2026
- Establish Assisted Dying Service governance structures and processes ahead of possible service implementation in 2027





Priority: Health Promotion and Protection

Health promotion and protection are fundamental to maintaining a resilient and responsive health and care system in Jersey, helping to prevent illness, reduce health inequalities, and safeguard the wellbeing of the population. By focusing on proactive measures, Jersey can reduce the burden on healthcare services and improve long-term outcomes for its residents.

Objective 1

We will finalise and embed the Pandemic Response Plan, ensuring readiness for future health emergencies

Actions we will take

- Complete and approve the Pandemic Response Plan by September 2026
- Develop implementation plans with system partners and Local Resilience Forum
- Complete staff training and simulation exercises throughout 2026

Objective 2

We will support the development of a new public health law, including provisions for emergency response and health protection.

Actions we will take

- Develop a new public health law
- Complete stakeholder consultation and incorporate feedback
- Agree and publish the timetable for implementation

Objective 3

We will begin implementation of the Prevention First programme, targeting the five most preventable conditions.

Actions we will take

- Launch prevention initiatives for Type 2 diabetes, cardiovascular disease, stroke, dementia, and cancer
- Refresh and re-launch the Smoking and vaping reduction programme, aligned with the Smokefree Generation strategy
- Implement the Food and Nutrition Framework
- Review and improve the range of screening available (including breast, bowel and cervical screening programmes) and the take up of vaccinations, aiming to be the best in the British Islands

Objective 4

We will strengthen infectious disease surveillance and management systems to improve early detection and response.

Actions we will take

- Design a new infectious disease surveillance system, and commence implementation
- Establish data-sharing protocols established across health, care, and public health teams
- Pilot 'early warning' indicators and dashboards in priority areas

Objective 5

We will strengthen public health preparedness and protection through targeted services, emergency planning, and compliance with international standards.

Actions we will take

- Deliver a PFAS clinic to support affected islanders
- Develop and test humanitarian assistance and emergency response plans
- Review and strengthen health protection systems, aligned to International Health Regulations (IHR) and Local Resilience Forum





Priority: Access to Care

Access to care is a fundamental pillar of Health and Care Jersey, ensuring that people can receive timely, appropriate, and person-centred support regardless of their circumstances. In a small island community, delays or barriers to care can have significant impacts on health outcomes and quality of life.

Objective 1

We will work to improve access to care and reduce avoidable delays.

Actions we will take

- Increase the availability of screening and diagnostics to develop effective cancer pathways and improve waiting times for diagnosis and commencement of treatment
- Improve access to psychological therapies
- Roll out 'Patient Knows Best' online portal to help reduce outpatient Did Not Attend (DNA) rates
- Adopt hospital avoidance strategies, e.g. virtual wards, supported by Telecare
- Aim to reduce the number of patients waiting 52-weeks or more, initially focusing on pain, disability and other metrics of deteriorating morbidity

Objective 2

We will improve public-facing information to support people in navigating services and making informed choices.

Actions we will take

- Publish comprehensive information on women's health
- Introduce more digital tools and self-service options (e.g. appointment booking, symptom checkers, wait time visibility)

Objective 3

We will improve patient flow across all the Island's health and care services to help ensure people receive the right care, in the right place, at the right time.

Actions we will take

- Implement the [SAFER patient flow](#) model, organising and co-ordinating care within the hospital, with all patients having an expected date of discharge and going home as soon as possible
- Develop and implement a system-wide patient flow model, improving coordination between acute, community, social care, primary care and community services
- Implement real-time flow dashboards to support visibility of blockages and support decision-making

Objective 4

We will improve the Patient Transport Service to ensure timely, equitable, and person-centred access to care.

Actions we will take

- Undertake a review of the Patient Transport Service
- Implement recommendations from the review

Objective 5

We will improve equity and equality in access to services

Actions we will take

- Establish a minimum data set as part of developing the single patient record
- Implement a system-wide response for deteriorating patients



Priority: Experience of Care

Experience of care is a cornerstone of effective services in Health and Care Jersey, as it reflects how individuals perceive the quality, compassion, and responsiveness of the support they receive. A positive care experience builds trust, encourages engagement, and leads to better health outcomes, especially in a close-knit island community where personal interactions and continuity of care are highly valued.

Objective 1

We will hear and act upon the voices of patients, service users, carers, and Islanders to improve the quality and responsiveness of care.

Actions we will take

- Expand and promote feedback mechanisms, including increasing the involvement of those with lived experience in service developments
- Implement tangible service changes in response to feedback (e.g. improvements to patient food, improvements to facilities)
- Introduce the 'Friends and Family Test'

Objective 2

We will introduce digital health improvements that enhance access, coordination, and transparency of care

Actions we will take

- Introduce online access to hospital appointments and test results
- Implement an Island-wide data governance framework for Adult Social Care, Mental Health, and Community services, including a Community Electronic Patient Record
- Progress toward a single patient record, including integration of NHS numbers for UK tertiary centre referrals and e-referrals between GPs and the hospital

Objective 3

We will improve whole-system pathways for specific areas including services for older adults, focusing on targeted improvements in frailty and dementia care, Mental Health services and Women's Health Services

Actions we will take

- Identify issues which result in avoidable admissions and increases in length of stay for frail older adults, and implement measures to address these issues – for example, increasing reablement services
- Co-design the Mental Health Strategy with people with lived experience and system partners
- Complete the Mental Health and Capacity Law (Tranche 2)
- Deliver on the Suicide Prevention Plan actions
- Improve access and outcomes for people with mental health needs, including crisis support
- Develop and implement the Women's health service improvement plan

Objective 4

We will improve the support available for unpaid carers, recognising their vital role in the health and care system.

Actions we will take

- Develop a Carers' Action Plan, aiming to increase the number of carers identified and supported
- Implement priority actions from the Carers' Action Plan

Objective 5

We will introduce a volunteer service to enhance the experience of care and strengthen community involvement.

Actions we will take

- Develop and launch a volunteer service, increasing the number of active volunteers in Health and Care Jersey





Priority: A Well-Led Department

A well-led department is essential to the success of Health and Care Jersey because good leadership provides the purpose, coordination, and accountability needed to deliver high-quality, sustainable care. Effective leadership ensures that staff are supported, resources are used wisely, and services continuously improve to meet the needs of the population – and in a health and care organisation, it is important that we keep patients and service users at the centre of all that we do. Accordingly, evidence-based clinical and professional leadership is critical to our success.

Objective 1

We will build a safer and more sustainable workforce through strategic planning, skill mix optimisation, and improved recruitment and retention.

Actions we will take

- Develop and adopt a workforce plan which considers all areas of health and care across the Island – both for HCJ and other services
- Implement succession planning and “grow our own” initiatives across key roles
- Complete 'safer staffing' reviews

Objective 2

We will look after our staff by promoting wellbeing, inclusion, and a healthy working environment.

Actions we will take

- Improve consistency in managing sickness absence, targeting hot spot areas and taking the necessary action in accordance with the sickness absence policy
- Implement PMVA (Prevention and Management of Violence and Aggression) training and support
- Implement a range of DEI (Diversity, Equity, and Inclusion) initiatives

Objective 3

We will strengthen our leadership and management development, with a focus on civility, accountability, and continuous improvement.

Actions we will take

- Deliver a leadership and management development programme across all levels
- Launch a 'Civility and Respect' campaign

Objective 4

We will live within our means by using resources effectively, including developing policy options to help stabilise and make best use of healthcare spending.

Actions we will take

- Develop and monitor cost improvement plans
- Develop policy options for containing health and care spending
- Benchmark resource use against comparable systems

Objective 5

We will bring forward options for future health funding reform which would seek to address the resource implications of an ageing population.

Actions we will take

- Complete the modelling of the long-term impact of demographic change
- Lead cross-government engagement on sustainable funding for health and care
- Develop and present options for health funding reform
- Submit recommendations for future-proofing health and care services



Laying the Foundations for Future Health and Care

Integrated Partnership Working

Integrated partnership working is central to building a resilient, person-centred health and care system for Jersey. In 2026, the establishment of the Health and Care Partnership Board will provide the leadership and structure required to help drive collaboration across government, primary care, community services, voluntary organisations, and the public.

Objectives for 2026:

- Establish the Partnership Board with a recruited Chair and diverse membership representing health, care, and community stakeholders.
- Create shared priorities for tackling complex challenges such as equitable access, joined-up care, and prevention.
- Provide strategic recommendations to the Minister for Health and Social Services, ensuring investment decisions are aligned with population needs.
- Oversee delivery of integrated solutions, resolving barriers to safe, effective, and affordable care across the Island.
- Embed transparency and accountability by publishing outcomes of Board discussions and engaging Islanders in shaping future services.

Success will mean: Islanders experience care that feels more seamless across settings, professionals are empowered to collaborate, and decisions about health and care are visibly shaped by a broad coalition of voices working together to improve the Island's wellbeing.

Integrated Digital Health Systems

Digital health will be a cornerstone of systemwide reform, enabling safer, faster, and more connected care.

By the end of 2026, Islanders will benefit from:

- A move towards a Single Patient Record across acute, community, and mental health services, reducing duplication and improving safety.
- Developing patient facing tools such as the Patients Know Best (PKB) online portal, giving Islanders access to results, appointments and secure communication with care teams.
- Progress towards streamlined e-referrals and diagnostics, shortening waiting times and improving flow between primary and secondary care.
- A commitment to digital inclusion, ensuring that all Islanders can benefit from innovation without widening inequalities.

Success will mean: Islanders experience safer, faster, and more connected care through one digital health system—empowering patients and service users, streamlining services, and ensuring innovation benefits everyone.

New Healthcare Facilities Programme (NHFP)

The Acute Hospital at Overdale secured a positive Planning Decision in 2025; this allows construction to start in earnest in 2026. The funding for Phase 1 of the Programme was maintained in the Budget at £710m, enabling works at Overdale to continue without delay. These ‘development works’ include site clearance and erecting hoardings and gates; in 2026 there will be further ground works to prepare for the first stages of construction. Other projects which are important to the delivery of the overall Programme include the installation of new drainage and utilities, works at Westmount Terrace, worker accommodation and additional permanence works at Enid Quenault which have been planned in 2025 and will commence in 2026.

One of the most important deliverables in 2026 will be securing a partner for the main construction phase of the Acute Hospital. The process occupied a significant period of time in 2025; securing the right partner at the right price will be a cornerstone of the delivery of Phase 1 of the NHFP. Alongside this work there has been progress on the Development Control Plan for Kensington Place and the proposed Health Village in St Saviour. Engagement, and other aspects of this part of the Programme, were undertaken in 2025; this will be built upon in 2026 to ensure we can plan for the reorganisation of ambulatory services at Kensington Place arising from the construction of the Acute Facility and move forward with Phase 2 of the delivery of Ambulatory, Mental Health and other services not covered by Phase 1 of the Programme.

In 2026, the following priorities will be delivered:

- Develop and review a Full Business Case for Phase 1 of the New Healthcare Facilities Programme
- Develop a strategic estates plan, which will be aligned with workforce and demographic needs, as a Development Control Plan for all major healthcare sites delivered by the New Healthcare Facilities for the medium to long term
- Commence Main Works at Overdale Acute as well as ancillary projects
- Commence Development Work projects at Kensington Place/Jersey General Hospital and St Saviour sites.

Success will mean: Further significant progress in the New Healthcare Facilities Programme, with building works commencing at Overdale in 2026.





Health and Care
Jersey