

From: Richard Fradgley, Director of Integrated Care

To: Council of Governors

Date: 9 September 2019

Subject: Strategic Planning Update

Glossary:

ELHCP	East London Health and Care Partnership
STP	Sustainability and Transformation Partnership: NHS and local councils came together in England to develop proposals to improve health and care. They formed new partnerships (STPs) to run services in a more coordinated way, to agree system-wide priorities, and to plan collectively how to improve residents' day-to-day health
CCG	Clinical Commissioning Group: the clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area
WEL	Waltham Forest and East London
BLMK	Bedford, Luton and Milton Keynes
ICS	Integrated Care System: In some areas, an STP will evolve to form an integrated care system, a new type of even closer collaboration. In an integrated care system, NHS organisations, in partnership with local councils and others, take collective responsibility for managing resources, delivering NHS standards, and improving the health of the population they serve.
HWBB	Health and Well Being Board: Established and hosted by local authorities, health and wellbeing boards bring together the NHS, public health, adult social care and children's services, including elected representatives and Local HealthWatch, to plan how best to meet the needs of their local population and tackle local inequalities in health
NHSE	NHS England
NHSI	NHS Improvement: responsible for overseeing foundation trusts and NHS trusts, as well as independent providers that provide NHS-funded care
IHI	Institute of Healthcare Improvement: an independent, not-for-profit organisation and ELFT's strategic partners in our Quality Improvement work
SSOP	Single System Operating Plan

1.0 Purpose of the Report

- 1.1 To provide the Council with an update on strategic planning activity in the Trust. The Trust strategy is illustrated below:

2.0 Role of Governors in relation to this item, and key points

- 2.1 The Trust Board has the legal power to approve the Trust's strategic plans. In developing the plans, the Board must have regard for the view of the Council of Governors.
- 2.2 The role of Governors is therefore to engage with the membership and provide feedback to the Trust on the development of the Trust's strategic plans.

3.0 National policy update

- 3.1 NHS England and NHS Improvement have issued a new NHS Oversight Framework for 2019/20, creating a new joint approach to overseeing the performance of both NHS providers and Clinical Commissioning Groups, and replacing the previously separate oversight arrangements of NHS providers and NHS commissioners. The new framework represents a shift towards system regulation, whilst recognising that the individual accountabilities of separate organisations remain in place. The Trust will participate in new joint oversight arrangements with CCGs and NHS England/Improvement.
- 3.2 *CQC appoints Dr Kevin Cleary as new Deputy Chief Inspector of Hospitals and lead for mental health*
 - 1. *Kevin Cleary, a quality improvement lead for mental health at the largest district health board in New Zealand, has been appointed as deputy chief inspector and mental health lead for the CQC.*
 - 2. *He will take over from Paul Lelliott in September who held the post for five years.*
 - 3. *Dr Cleary, who trained as a psychiatrist in New Zealand, has previously worked as executive medical director at North Middlesex University Hospitals Trust and chief medical officer for East London Foundation Trust*
 - 4. *He also worked as a consultant child and adolescent forensic psychiatrist at West London Mental Health Trust.*

4.0 NHS Long Term Plan

- 4.1 NHS England & NHS Improvement have issued the NHS Long Term Plan Implementation Framework. The framework sets out the priorities against which Sustainability & Transformation Partnerships & Integrated Care systems are required to submit five year plans, in draft by 27 September 2019, and in final form by 15 November 2019. It is expected draft plans will be presented to the Board for consideration in October 2019.
- 4.2 The Trust is working closely with Bedfordshire, Luton and Milton Keynes Integrated Care System and North East London Sustainability & Transformation Partnership to develop five-year plans. Both plans have two main elements, a narrative plan, which describes the service developments the STP/ICSs will make, and an activity/finance/workforce plan, which details how new and existing funding will be used.
- 4.3 The Long-Term Plan includes new funding for mental health and community health services. Detailed guidance has been published for mental health, with specific

national priorities. This includes new and more ambitious targets for many of the Five-Year Forward View for Mental Health priorities, for example improving quality and access for children and adolescents with mental health problems and Improving Access to Talking Therapies for adults. It also includes new priorities, for example improving community mental health services for people with serious mental illness and organising them around primary care networks/neighbourhoods.

5.0 Sustainability & Transformation Partnerships/Integrated Care Systems (STP/ICS) Update

5.1 East London Health & Care Partnership (North East London STP)

Newham, Tower Hamlets and Waltham Forest Clinical Commissioning Groups have formed a Joint “Waltham Forest and East London CCG Board”, with the Boards first meeting in July 2019. The joint Board has delegated responsibilities from each of the three CCG Boards and is supported by a now fully recruited joint management team. The Trust will work with the new Joint CCG Board and Management Team to plan for and deliver services and implement the NHS Long Term Plan.

5.2 Bedford, Luton and Milton Keynes STP (BLMK)

The Prime Minister has given the green light to twenty building and infrastructure projects in the NHS in England, including £99.5m investment into a new block to provide critical and intensive care as part of the proposed Luton & Dunstable and Bedford Hospital merger proposal.

6.0 Trust Strategy execution

6.1 The Trust continues to make progress with delivery of the Trust Strategy. Progress since the last Council of Governors has included:

- Development of a workstream to reduce loneliness, led by the Working Together Group
- Completion of an initial “diagnostic” to understand what more we can do to support people with serious mental illness into employment
- Progress on “triple aim” projects to improve outcomes, quality and value for particular populations in each directorate, for example children who are at risk of self harm, people who are homeless, people with depression and diabetes
- Developing our approach to recruiting locally and procuring for social value (the “anchor institution” movement described in the NHS Long Term Plan).

7.0 Action being requested

7.1 The Council of Governors is asked to **RECEIVE** and **NOTE** the report.