

**REPORT TO THE TRUST BOARD - PUBLIC
11 JULY 2018**

Title	Strategic Activity Update
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Purpose of the Report:

The aim of this report is to provide the Trust Board with an update on key areas of the Trust’s strategic decision-making, planning and management.

Summary of Key Issues:

The report includes briefings on the NHS funding announcement, the childhood obesity strategy, and the Gosport Inquiry.

In relation to STP activity, Bedfordshire Luton & Milton Keynes has submitted a signed 2018/19 Memorandum of Understanding to NHS England & NHS Improvement in which BLMK partners commit to delivering against the national clinical priorities including mental health (working with the national programme to develop and implement a good practice framework for mental health system working); achieving 100% coverage of primary care networks and uniformly delivering care through integrated teams to high risk groups; developing population health analytic capability.

The report also includes an update on the development of the Trust strategy and supporting plans. Overall good progress in being made to develop detailed directorate and supporting plans, as well as align quality, performance and risk systems with the new strategy. The workforce plan is attached as an appendix, and has been discussed at the Appointments & Remuneration Committee.

Strategic priorities this paper supports (Please check box including brief statement)

Improved patient experience	<input checked="" type="checkbox"/>	This paper covers the Trust’s strategic planning process and strategy development, and therefore supports all of the Trust’s strategic priorities.
Improved health of the communities we serve	<input checked="" type="checkbox"/>	
Improved staff experience	<input checked="" type="checkbox"/>	
Improved value for money	<input checked="" type="checkbox"/>	

Committees/Meetings where this item has been considered:

Date	Committee/Meeting

Implications:

Equality Analysis	The service developments in this paper, are specifically designed to address inequalities for service provision and outcomes for people with
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	mental health problems
Risk and Assurance	The developments in this report provide assurance that the Trust is effectively engaging with external partners, developing services to improve patient care and outcomes, and maintaining value for money.
Service User/Carer/ Staff	The service developments in this report should have a direct beneficial impact on service users and carers. They also provide increased opportunities for the development of staff, through the provision of specialist services.
Financial	The acquisition of additional income has positive financial benefits for the Trust.
Quality	Service developments are specifically designed to improve quality.

1.0 Background/Introduction

- 1.1 The Trust operates in an increasingly more complex and diverse health and social care economy which is continually changing and developing the landscape of health and social care commissioning and service provision.
- 1.2 This report includes horizon scanning, which involves the systematic examination of potential threats, opportunities and likely future developments in order to assess the trust's readiness to respond to threats and opportunities and to ensure it remains both resilient and opportunistic.
- 1.3 The external drivers for change place increasing demands upon the Trust's capacity for strategic decision-making, planning and management. The pace and volume of change is increasing and it is therefore important that senior decision-makers within the Trust are kept abreast of strategic developments, both internally and externally. This report aims to fulfil this requirement.
- 1.4 The Trust is part of two Sustainability and Transformation Plan (STP) footprints: North East London; and Bedfordshire, Luton & Milton Keynes. The footprints are comprised of local NHS providers, Clinical Commissioning Groups (CCGs), Local Authorities, and local other health and care services who together have developed Sustainability and Transformation Plans (STPs) for accelerating the implementation of the Five-Year Forward View (5YFV).
- 1.5 As part of its commitment to the STPs, the Trust is required to develop and submit a two-year operational plan, aligned to each of the STPs. This is referred to as the Operational Plan 2017-19.

2.0 Update on the National Context: Emerging Themes, Policies and Initiatives

2.1 NHS funding announcement

On 18 June 2018 the Prime Minister announced a 5 year NHS funding plan. The NHS will receive an average of 3.4% real-terms increase in funding over the next 5 years. The funding will be front loaded with increases of 3.6% in the first 2 years (this equates to £4.1 billion extra in 2019/20).

- 2.2 The increased funding will support a new 10 year long term plan that will be developed over the next 6 months. The plan is expected to set out priorities as follows:

- getting back on the path to delivering agreed performance standards – locking in and further building on the recent progress made in the safety and quality of care
- transforming cancer care so that patient outcomes move towards the very best in Europe
- better access to mental health services, to help achieve the government's commitment to parity of esteem between mental and physical health
- better integration of health and social care, so that care does not suffer when patients are moved between systems
- focusing on the prevention of ill-health, so people live longer, healthier lives

The government will set the NHS 5 financial tests to show how the NHS will do its part to put the service onto a more sustainable footing:

- improving productivity and efficiency
- eliminating provider deficits
- reducing unwarranted variation in the system so people get the consistently high standards of care wherever they live
- getting much better at managing demand effectively
- making better use of capital investment

In addition to a 5-year revenue settlement, the government will also:

- come forward with proposals to reform social care later this year
- ensure that adult social care doesn't impose additional pressure on the NHS
- consider any proposals from the NHS for legislative changes that will help it to improve patient care and productivity
- consider proposals from the NHS for a multi-year capital plan to support transformation and a multi-year funding plan for clinical training places
- ensure that public health helps people live longer, healthier lives

2.2 Childhood obesity plan published

The government has announced new measures to combat childhood obesity. Building on the first chapter of the childhood obesity plan, the new measures include proposals to counter 'pester power' by preventing stores from displaying unhealthy food at checkouts or including it in buy-one-get-one-free deals.

The Department of Health and Social Care will consult on introducing clear, consistent calorie labelling on menus in restaurants, cafés and takeaways, so parents can make an informed choice about what their families are eating. The department will also consult on banning the sale of harmful, caffeine-laden energy drinks to children – a quarter of 6- to 9-year-olds consume these energy drinks, which can have as much caffeine as a cup of coffee or more.

The government is calling on industry to recognise the harm that adverts for foods high in fat, sugar and salt can cause. It will consult on introducing new TV and online advertising restrictions to prevent children from being targeted by these unhealthy products, and to incentivise companies to reduce the sugar and calories in the products they sell. This could include extending the current advertising watershed and considering limiting the number of unhealthy food adverts shown during children's programmes up to 9pm.

The second chapter of the plan also promotes a new national ambition for every primary school to adopt a daily 'active mile' initiative, such as the Daily Mile. This is supported by £620,000 funding for Living Street's Walk to School project, as well as £1 million to support the Department for Transport's Bikeability cycling training programme, expected to fund an additional 25,000 training places.

Government will launch a 3-year programme to work closely with local authority partners to show what can be achieved within existing powers with a particular focus on inequalities, finding solutions to barriers and sharing best practice with others

2.3 Gosport inquiry report

This report sets out the findings of the review of deaths of patients at Gosport War Memorial Hospital (GWMH) between 1988 and 2000. The then Chief Medical Officer, Professor Sir Liam Donaldson, asked Professor Richard Baker of Leicester University to carry out the review in 2002 because of concerns about the care of patients at GWMH. The concerns were first raised in 1998 and were the subject of a police investigation when the review was commissioned.

Professor Baker completed the review in October 2003. It has not been possible to release the report before now because it formed part of the evidence for police investigations and other legal proceedings. The final inquest into the deaths considered in the review ended in April 2013.

A whistleblower has recently alleged that evidence regarding faulty syringe drivers was ignored by the panel, and they continued in use in the NHS until 2015. The government is now reviewing whether the syringes should have been taken out of use at an earlier stage.

The Quality Committee will monitor the findings of the review in order to assess any lessons for the Trust.

2.4 Public satisfaction with the NHS and social care in 2017

The Board received a summary of this survey at the April meeting, and queried whether there were results for mental health and community health services. No specific results are available, as the survey only asks for experience of inpatient, outpatient and A&E services. The main source for information in this area would be the CQC annual survey of community mental health services, which is reported to the Board each year.

3.0 Update on Sustainability and Transformation Partnerships (STPs)

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

The ELHCP Board now meets on a quarterly basis and has not met since the last Trust Board.

3.1.1 Waltham Forest and East London System Delivery Board (WELSDB)

The Board is finalising its work plan for 2018/19, which will include oversight of and planning for transformational change where there is value in taking a cross-borough approach into 2019/20.

3.1.2 Mental Health Workstream

The ELHCP mental health workstream was successful in its bid for Wave 2 national perinatal funding, and is currently contracting for and recruiting to the new teams in ELFT and NELFT.

The workstream is currently reviewing progress and confidence in delivery against the 2018/19 Five Year Forward View for Mental Health requirements, and has identified risks in CYP access, IAPT access and dementia diagnosis and physical health checks for people with serious mental illness in primary care, and is currently supporting recovery.

The workstream submitted a further response to Health Education England on plans to meet the FYFVMH requirements of 19,000 new staff nationally working in mental health by 2021, and has received positive feedback from HEE.

3.1.3 City & Hackney

City & Hackney Transformation Board is continuing to develop a neighbourhood model of care. A workshop bringing partners together to consider the role of mental health services and prevention in the neighbourhoods was held in May 2018, following which the SW1 neighbourhood has chosen to focus its development on mental health, which the Trust is supporting.

3.1.4 Newham

The Newham Wellbeing Board is currently undertaking a three month review of partnership governance, with the intention of developing a proposal for partner organisations to consider by September 2018.

3.1.5 Tower Hamlets

Tower Hamlets Together is continuing to develop its post-Vanguard approach to integrated working. In line with the Trust Strategy, the Trust is supporting Tower Hamlets Together with three triple-aim, population-health improvement projects, one in each of the partnership workstreams for children & young people, mostly healthy adults, and complex adults.

3.2 Bedford, Luton and Milton Keynes STP (BLMK)

As a first wave Integrated Care System, Bedfordshire Luton & Milton Keynes has submitted a signed 2018/19 Memorandum of Understanding to NHS England & NHS Improvement in which BLMK partners commit to delivering against the national clinical priorities including mental health (working with the national programme to develop and implement a good practice framework for mental health system working); achieving 100% coverage of primary care networks and uniformly delivering care through integrated teams to high risk groups; developing population health analytic capability.

The MOU requires ICS partners to work within a system control total, with the 50% partial option incentive scheme through which 35% of the BLMK share of the new £650m Provider Sustainability Fund will be dependent on delivery of the system control total. The MOU requires a final estates and capital plan by July 2018.

BLMK partners sent a side letter accompanying the MOU noting the fact that the MOU cannot override the statutory obligations of partners, the importance of navigating the different systems of governance, accountability and funding between health and local government.

3.2.1 Mental Health Workstream

The BLMK STP mental health workstream was successful in its bid for Wave 2 national perinatal funding, and is currently contracting for and recruiting to the new teams in ELFT and CNWL.

The workstream has reviewed progress and confidence in delivery against the 2018/19 Five Year Forward View for Mental Health requirements, and has identified risks in CYP access, dementia diagnosis and physical health checks for people with serious mental illness in primary care, and is currently supporting recovery. The workstream has developed a plan for 2018/19, which includes:

- Development of an STP mental health investment plan through to 2025
- Developing a model for mental health in primary care home
- Physical health check in primary care
- Mental health crisis care pathway development
- Development support for children & young people access
- Development support for dementia diagnosis
- Development of an STP workforce plan
- FYFVMH delivery assurance.

3.2.2 Bedfordshire

The Trust continues to work with Cambridge Community Services NHS Trust, the CCG and partners to mobilise the community health services contract. In line with the Trust Strategy, the Trust is working with Central Bedfordshire partners to develop a triple aim population health improvement project in one of the Iwel Valley primary care home clusters, and is working with partners to develop a plan for the deployment of potential Sustainability & Transformation Fund support to developing a model of intervention for people with complex needs in advance of Winter.

3.2.3 Luton

The Trust continues to work with Luton partners to develop the Luton Provider Alliance. Work continues to scope the potential for an Alliance Local Incentive Scheme focussed on improving outcomes for people with complex needs and/or who live in care homes.

4.0 Update on the Trust Strategy

4.1 Work continues to develop the Trust's new 5 year strategy and associated operating and supporting plans.

4.2 A summary of developments is set out below:

- The 2018/19 operating plan required by NHS Improvement was submitted on 30 April. Additional submissions have been made to reflect changes to the financial control total.
- The Trust-wide annual plan priorities have been submitted to the May Council of Governors meeting. The Council will receive a detailed response to their feedback at the July meeting.
- Supporting plans have been developed for Quality Assurance and Quality Improvement, which were reported to the April Board as part of the Quality Report. The Workforce plan has also been developed and discussed at the Appointments and Remuneration Committee (appendix A).
- Work is underway to develop similar plans for Infrastructure (Information Technology and Estates), Equalities and Organisation Development
- Directorate operating plans for 2018/19 have been developed. The next Directorate away-day is scheduled to be held on 6 July, and will focus on sharing of the plans and development of information and estates plans across the Trust
- The new Integrated Performance Report is on the agenda. This includes the new dashboards, progress against annual plan priorities, and new strategic risks. Reviews of the performance and risk management frameworks are underway, in order to ensure alignment with the strategy
- Communications and engagement activity is being revised to align with the new strategy. Publication material has been refreshed, and sessions on the strategy are being incorporated into staff induction and development programmes.
- Consideration is being given to the level of programme management/improvement support required to assist in the delivery of specific work programmes, and overall governance of the programme.

5.0 Action being requested

5.1 The Trust Board is asked to **RECEIVE** and **DISCUSS** the report.

Vision

By 2022 we will build on our success and lead on the delivery of integrated care.

Improving the experience of staff

Capacity and Capability

- Improve workforce planning
- Improve role design and skill mix and pathway design from apprentice to consultant with right skills and extended practice development
- Develop Education and curricula to support integrated care
- Improve ELFT's employer branding
- Improve insight into workforce demographics including motivations and expectations
- Develop Integrated care competencies and assessment
- Improve deployment of temporary staff and career pathways

Leadership

- Improve alignment of teams towards Vision and Purpose
- Improve Leadership development including systems leadership and relationship management
- Improve compassionate leadership
- Improve career progression for BME and other staff
- Develop inclusion and equality and diversity programme

Collaborative Working

- Improve health and wellbeing support for all staff
- Reduce variation of staff experience in teams
- Equity of experience for staff
- Improve OD support for team working and MDT development
- Development and implementation of wheel of partnership

Staff Engagement

- Improve support for staff during change and leadership capability to deal with change
- Improve staff engagement and reduce variation
- Improve equity of experience for staff
- Quality improvement – Enjoying work

Our values **We care** **We respect** **We are inclusive**

Organisational treasures Service user and carer involvement Committed and caring staff Quality improvement Clinically led Inclusion and diversity Mental health and recovery focus

Measures

Capacity and Capability

- Improve workforce planning
- Improve role design and skill mix and pathway design from apprentice to consultant with right skills and extended practice development
- Develop Education and curricula to support integrated care
- Improve ELFT's employer branding
- Improve insight into workforce demographics including motivations and expectations
- Develop Integrated care competencies and assessment
- Improve deployment of temporary staff and career pathways

- Number of staff in training and pipeline
- Number of apprentices with support to progress
- Applications and conversion
- Representative workforce by age
- Appraisal rating of competent in skills to support integrated care
- Agency spend & bank fill rate
- Take up of development activities

Leadership

- Improve alignment of teams towards Vision and Purpose
- Improve Leadership development including systems leadership and relationship management
- Improve compassionate leadership
- Improve career progression for BME and other staff
- Develop inclusion and equality and diversity programme

- Staff survey measure on vision and values
- Pulse survey ratings
- Leadership behaviours ratings
- Representative workforce, no pay gaps between different groups

Collaborative Working

- Improve health and wellbeing support for all staff
- Reduce variation of staff experience in teams
- Equity of experience for staff
- Improve OD support for team working and MDT development

- Sickness absence
- Days lost through stress
- Days lost through violence
- Health and wellbeing indicators in staff survey
- Healthy team measure
- Reduced variation in staff engagement scores across different teams

Staff Engagement

- Improve support for staff during change and leadership capability to deal with change
- Improve staff engagement and reduce variation
- Improve equity of experience for staff
- Quality improvement – Enjoying work

- Staff engagement score staff survey
- Retention and turnover
- Reduced variation in staff engagement scores across different groups
- Ability to contribute to improvements at work

Our values

We care

We respect

We are inclusive